



WFP EVALUATION



World Food Programme

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Evaluation of Namibia WFP Country Strategic Plan 2017–2023

Centralized evaluation report

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Executive Summary

Introduction

EVALUATION FEATURES

1. The evaluation of the Namibia country strategic plan (CSP) for 2017–2023 was commissioned by the WFP Office of Evaluation. It serves the dual purpose of accountability and learning and is expected to support the design of the second-generation CSP for Namibia due to be presented for approval at the 2024 second regular session of the Executive Board. The evaluation offers WFP stakeholders an independent assessment of the organization’s performance, opportunities and challenges and makes recommendations aimed at improving the work of WFP in Namibia.
2. The principal users of the evaluation are the Executive Board, the Namibia country office, the Regional Bureau for Southern Africa, various divisions at WFP headquarters in Rome, the Government of Namibia, donor agencies, project beneficiaries and other WFP partners such as non-governmental organizations and those in the private sector and academia.
3. The evaluation adopted a theory-based, mixed-methods approach, drawing on monitoring data, a literature review, semi-structured interviews and focus group discussions with beneficiaries. Gender and other cross-cutting issues were integrated into the evaluation design. Particular attention was paid to developing a methodology for the assessment of country capacity strengthening (CCS), a core objective of the CSP.

CONTEXT

4. Located on the Atlantic coast of southwest Africa, Namibia is the driest country in sub-Saharan Africa. With a population of 2.3 million people,¹ which is growing by 1.4 percent per year², it is the second least densely populated country in the world with just three people per square kilometre.³
5. In 2021, Namibia had a gross domestic product (GDP) of USD 12.24 billion and a GDP per capita of USD 4,729.⁴ The country is classified as an upper-middle-income country. According to the national statistics agency, its Gini coefficient is 0.576, making Namibia one of the most unequal countries in the world. A 2021 study of multidimensional poverty concluded that 43.3 percent of the population are multidimensionally poor, with higher rates of poverty in rural areas (59.3 percent) and among households headed by women (46 percent).⁵
6. In the 2022 Global Hunger Index, Namibia ranked 78th of 121 countries, with a score of 18.7 indicating a level of hunger that is considered “moderate”.⁶ The latest available data (2013) indicate a high prevalence of stunting (22.7 percent) and wasting (5.3 percent).⁷ Limited agricultural production and high vulnerability to shocks and climate change are among the drivers of food insecurity.

¹ Namibia Statistics Agency. 2017. [Namibia Inter-censal Demographic Survey 2016 Report](#).

² World Bank. 2022. [Population growth \(annual %\) – Namibia](#).













³ World Bank. 2021. [Population density \(people per sq. km of land area\) – Namibia](#).

⁴ Bank of Namibia. 2022. [Economic Outlook Update – February 2022](#).

⁵ Namibia Statistics Agency. 2021. [Namibia Multidimensional Poverty Index \(MPI\) Report 2021](#).

⁶ Global Hunger Index. 2022. [Namibia country page](#).

⁷ World Bank. [Namibia country page](#).

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Value	Year
	Total population (million) (1)	2.3	2016
	Rural population (% of total population) (1)	52.1	2016
	Life expectancy at birth (years) (2)	63.7	2019
	Under-5 mortality rate (per 1,000 births) (2)	42.7	2019
	Income inequality: Gini coefficient (3)	0.576	2016
	Population in multidimensional poverty (%) (4)	43.3	2021
	Global Hunger Index (rank and score) (5)	78 of 121 18.7	2022
	Prevalence of moderate and severe stunting (% of children under 5) (2)	22.7	2013
	Weight-for-age (wasting – moderate and severe), (% of children age 0–5) (2)	7.1	2013
	Prevalence of HIV, total (% of population age 15–49) (6)	11.6	2020
	Global Gender Gap Index (rank) (7)	8 of 145	2022
	Agriculture, forestry and fishing value added (% of GDP) (8)	6.4	2021

Sources: (1) Namibia Statistics Agency. 2017. *Namibia Inter-censal Demographic Survey 2016 Report*; (2) World Bank. *Namibia country page*; (3) Namibia Statistics Agency. 2016. *Namibia Household Income and Expenditure Survey (NHIES) 2015/2016 Key Poverty Indicators*; (4) Namibia Statistics Agency. 2021. *Namibia Multidimensional Poverty Index (MPI) Report 2021*; (5) Global Hunger Index. 2022. *Namibia country page*; (6) United Nations Joint Programme on HIV and AIDS *Country factsheets. Namibia 2022*; (7) World Economic Forum. 2022. *Global Gender Gap Report 2022*; (8) *Bank of Namibia economic outlook updates*.

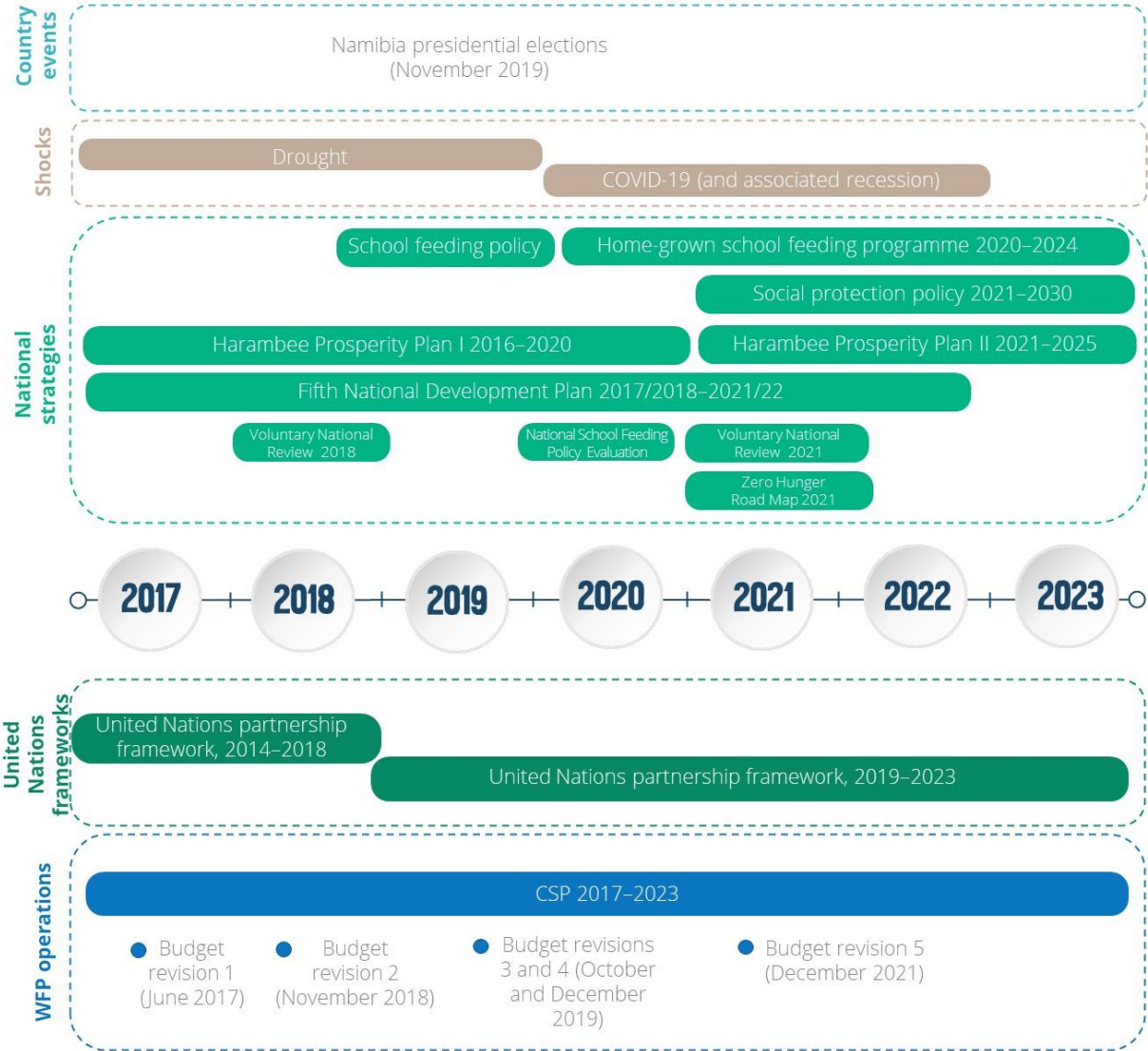
WFP COUNTRY STRATEGIC PLAN

7. WFP has been present in Namibia since 1990. The design process for the CSP under evaluation started in 2016, making Namibia one of the first countries to engage in a comprehensive country planning process including the development of a zero hunger strategic review.⁸ The process was led by the Government at the highest level, with the support of WFP.

⁸ WFP. 2018. *Strategic Evaluation of the Pilot Country Strategic Plan Pilots - Evaluation Report*.

8. The first CSP for Namibia covered the period from 2017 to 2022 and was approved by the Board in June 2017. It was designed to contribute to the attainment of Sustainable Development Goals (SDGs) 2, 4 and 17 and to WFP strategic results 1 (access to food), 4 (sustainable food systems), 5 (capacity strengthening) and 6 (global partnerships). The original CSP had two strategic outcomes and four activities focused on CCS and evidence creation in the area of food security and nutrition. In December 2021, a fifth budget revision expanded the scope of the CSP to five strategic outcomes and eight activities: six activities on capacity strengthening, one on direct emergency response to severe drought conditions and the coronavirus disease 2019 (COVID-19), and one on support for the development of food systems. The timeframe of the CSP was extended to December 2023.⁹ The Government of Namibia is WFP's main partner in CSP implementation. Figure 1 shows the evolution of the CSP together with the main external changes taking place.

Figure 1: Evolution of the country strategic plan and changes in the external environment, 2017–2023

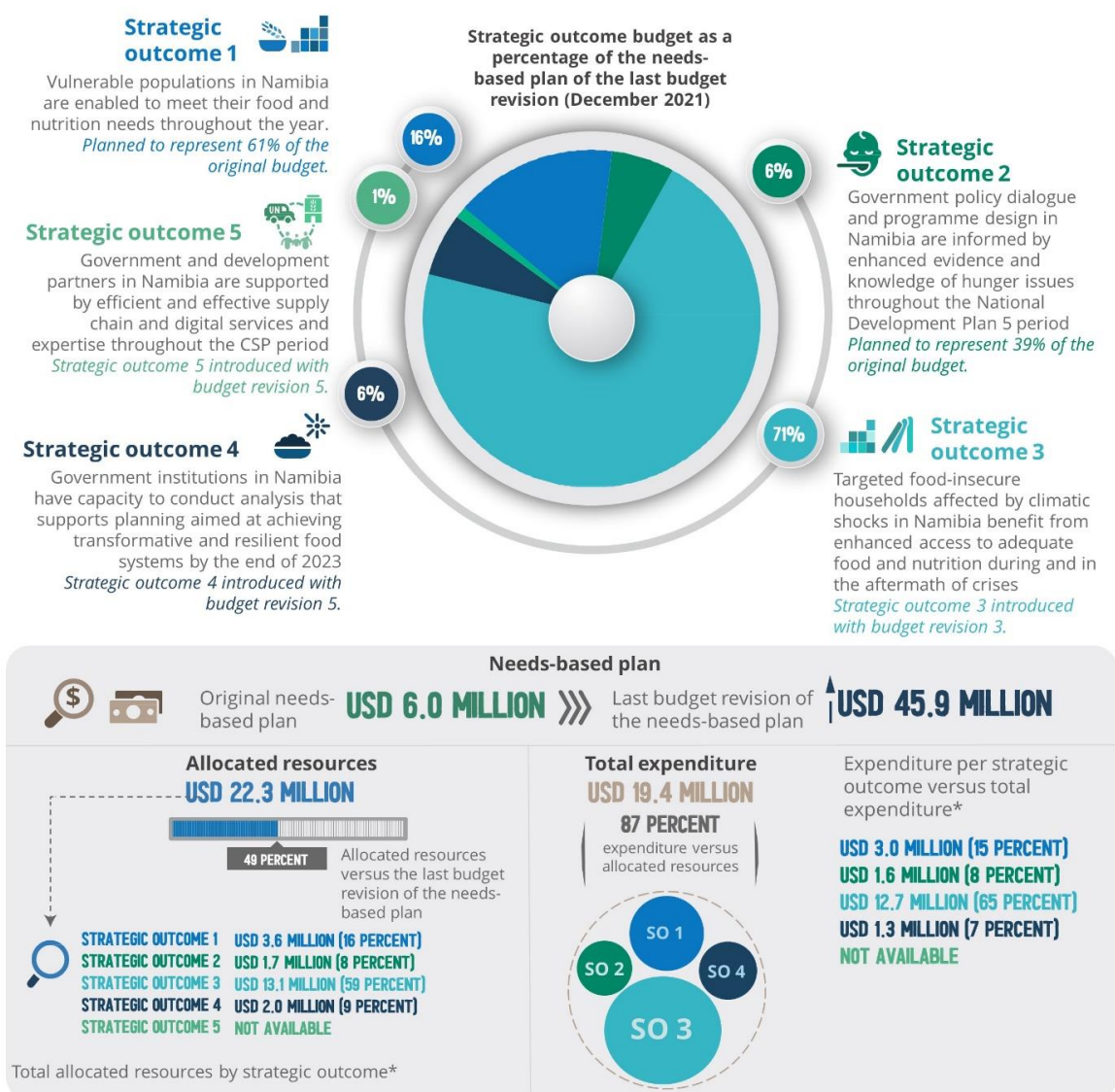


⁹ Under CSP revision 6th the CSP was extended to December 2024 to bring it in line with the United Nations partnership framework, and the budget was increased to USD 51,187,510.

FINANCIAL OVERVIEW

9. The CSP was originally approved with a needs-based plan of USD 6 million. In 2019 that plan was scaled up to USD 23.8 million with the introduction of strategic outcome 3 and activity 5 in response to the drought affecting the country. In December 2021, the needs-based plan was increased to USD 45.9 million¹⁰ with the introduction of two new strategic outcomes, 4 and 5, and three new activities, 6, 7 and 8, focused on nutrition, food systems and supply chain interventions and the provision of digital services. Implementation of activities 6 and 7 began in 2022; implementation of activity 8 had not started at the time of the evaluation. As of October 2022, USD 22.3 million (49 percent of the needs-based plan) had been allocated to the CSP¹¹ and the overall expenditure against those allocated resources was 87 percent (figure 2).

Figure 2: Namibia Country strategic plan (2017–2023) strategic outcomes, budget, funding and expenditures



Sources: Revision 5 of the Namibia country strategic plan (2017–2022) and corresponding budget increase and country portfolio budget resources overview (extracted 31 October 2022; internal document).

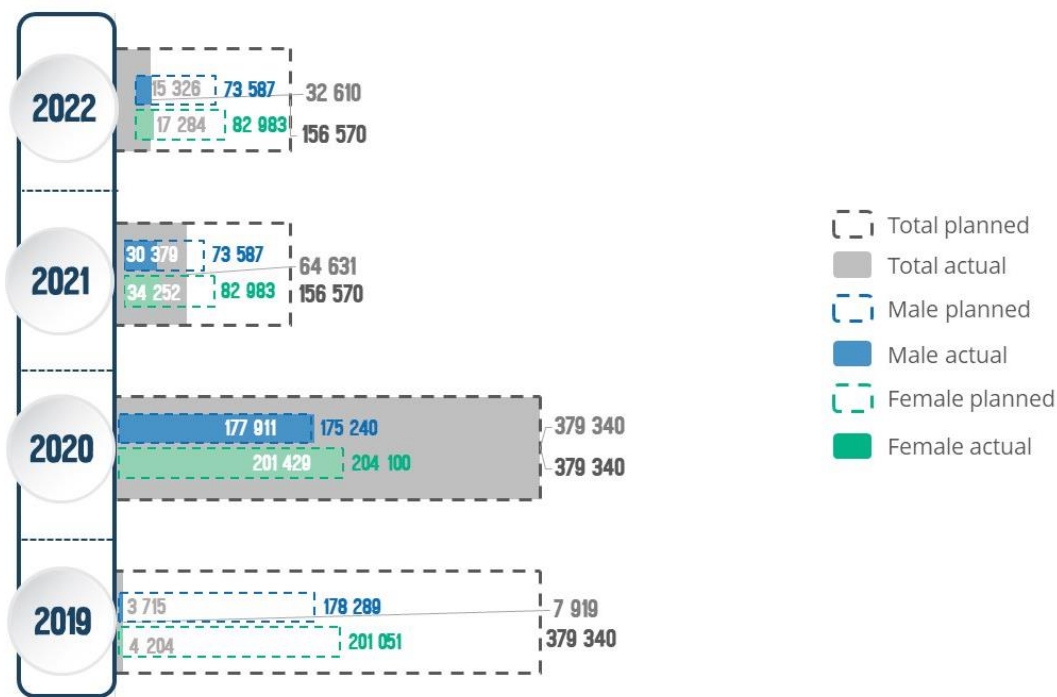
¹⁰ A sixth budget revision was approved by the regional director in June 2023. It is not included within the scope of the evaluation.

¹¹ WFP Namibia country office. 2022. CSP Namibia 2017–2023 resource situation, 27 June 2022 (internal document).

BENEFICIARY OVERVIEW

10. Distributions to direct beneficiaries were planned only from 2019 onwards. The numbers of direct beneficiaries reached with in-kind food distributions or cash-based transfers (CBTs) have been highly variable (figure 3); in 2019, WFP reached only 7,919 beneficiaries (4,204 of whom were women), or 2.1 percent of the planned number; in 2020, it reached 379,340 beneficiaries (201,429 women); in 2021, it switched to providing CBTs and reached 64,631 beneficiaries (34,252 women); and in 2022 it reached 32,610 beneficiaries (17,284 women). Paragraph 26 explains this fluctuation.

Figure 3: Actual versus planned direct beneficiaries by sex, 2019–2022*



Sources: [Annual country reports for 2019, 2020, 2021 and 2022](#).

* In 2017 and 2018 there were no direct beneficiaries.

Evaluation findings

TO WHAT EXTENT IS THE COUNTRY STRATEGIC PLAN EVIDENCE-BASED AND STRATEGICALLY FOCUSED TO ADDRESS THE NEEDS OF THE MOST VULNERABLE?

Relevance to needs and alignment with national priorities and the United Nations partnership framework based on comparative advantages

11. The CSP was designed based on the Namibia zero hunger strategic review – a participatory exercise led by the Government with technical support from WFP and aligned with Namibia’s fifth national development plan.¹² The review used the evidence and data available in order to ensure the CSP’s relevance to national priorities. It identified institutional gaps with regard to policy frameworks, capacity and monitoring and evaluation, fragmented social programmes, and weak coordination in the area of food security and nutrition. Accordingly, the CSP identified “upstream” interventions aimed at strengthening government capacity.

¹² Government of Namibia. 2017. [Namibia's 5th National Development Plan \(NDP5\): Working together towards prosperity 2017/18–2021/22](#).

12. The CSP is well aligned with the priorities of the Government in its efforts to achieve the SDGs in the areas of WFP's comparative advantage such as school feeding, disaster risk management, food and nutrition security and social protection. WFP is contributing to the outcomes of the United Nations partnership framework in those areas, and the CSP's alignment with that framework has been strengthened through WFP's participation in the United Nations country team.

Strategic positioning adapted to circumstances

13. WFP was strategically well positioned to contribute to new policies in areas such as social protection, nutrition and food security and disaster risk management. It appropriately adjusted its strategic positioning and programming in response to changes in the operating environment and external shocks, including food assistance needs arising from droughts and the COVID-19 pandemic. In 2021, WFP provided technical support for the Government's revised national food and nutrition security policy.¹³ At the Government's request, WFP adapted its approach to CCS by moving away from "upstream" policy work to more "downstream" interventions such as the piloting of food system demonstration projects and the digitization of national social protection systems.¹⁴

Internal coherence

14. The initial CSP design provided a coherent structure for WFP's interventions in Namibia and clarity on WFP's strategic objectives, activities and partners. The new outcomes and activities introduced over the course of CSP implementation in response to changing circumstances and evolving government priorities resulted in some loss of internal coherence among interventions, limiting the scale of results. Opportunities to create synergies were not consistently exploited. Combined with the pilot approach to food systems, which entailed many stand-alone interventions involving various partners, this loss of coherence led to increased fragmentation and a more "siloed" approach to CSP implementation over time.

WHAT ARE THE EXTENT AND QUALITY OF WFP'S CONTRIBUTION TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN NAMIBIA?

15. A specific methodological approach was developed for this evaluation to allow a coherent analysis of WFP's contributions to CCS across strategic outcomes and activities, capturing WFP's efforts in four overarching thematic areas: support for social safety nets; school feeding; disaster risk management; and food systems. Accordingly, the structure of the response to this evaluation question is organized around those four areas rather than the strategic outcomes of the CSP.

Social safety nets

16. WFP has contributed to the building of government capacity and the development of a policy framework for social safety nets through work under strategic outcomes 1 and 3. WFP supported government policies and strategies by providing technical inputs and generating evidence. WFP also conducted pilot projects to demonstrate specific approaches or tools for managing social protection programmes. Although some of those pilots did not achieve the foreseen objectives, they encouraged the Government to develop domestic solutions with the assistance of WFP. For example, the piloting of WFP's digital beneficiary information and transfer management platform helped to address challenges with the registration of participants in social safety net programmes. The Government subsequently requested WFP's support in building a similar, but nationally owned system, which was being developed under strategic outcome 5 in 2022 at the time of the evaluation.

School feeding

17. Since the beginning of CSP implementation, under strategic outcome 1 WFP worked on strengthening the policy environment, enhancing information management and generating evidence for the national school feeding programme. In July 2021, a pilot home-grown school feeding programme was launched with the support of WFP. The pilot is being implemented in 29 schools and seven regions, involves 13,915 learners and is funded mainly by the Ministry of Education, Arts and Culture. Its expansion to a similar number of additional schools is currently under discussion. The evaluation found that almost all school staff

¹³ Government of Namibia. 2021. [Revised National Food & Nutrition Security Policy](#).

¹⁴ WFP Namibia country office. 2021. *Framework for zero hunger* (internal document).

and regional officials see home-grown school feeding as being beneficial to schools and local communities. However, the financial sustainability and scalability of the pilot are challenging owing to the Government's budget constraints and implementation capacity. Those challenges were not comprehensively analysed at the CSP design stage, and consequently they have undermined the effectiveness of WFP's engagement in and the viability of the home-grown school feeding pilots.

Food security, nutrition and food systems

18. Under strategic outcome 2 WFP helped the Government to develop a strong policy framework for food security and nutrition. WFP was also instrumental in integrating a food systems approach into government policies, but its support for the Government in reviewing and addressing the elements of national food systems that impede the linking of smallholder farmers to sustainable markets is less robust. The piloting of food system projects under strategic outcome 4 started in 2022 and it is too early to expect results. However, the evaluation identified a number of design weaknesses with the potential to impede effectiveness, such as inadequate governance structures and gaps in quality assurance.

Disaster risk management and shock response

19. WFP's response to external shocks (drought and COVID-19) under strategic outcome 3 has been mostly effective. For instance, monitoring data indicates that, following distributions, WFP-supported population groups have significantly higher food consumption scores than the baseline value and targets. In addition, a significantly lower number of households have poor food consumption scores compared with the baseline, although that cannot be attributed to WFP alone.¹⁵ WFP made a significant contribution to disaster risk management by supporting the development of a national disaster risk management framework and action plan and a related awareness and communication strategy. However, these were not adopted owing to competing political priorities. WFP has been effective in building government capacity in the supply chain-related dimensions of shock response and in assessing and monitoring vulnerability in the context of early warning systems under strategic outcomes 4 and 5.

Cross-cutting aims

Gender

20. WFP worked with the Government on mainstreaming gender considerations in the food and nutrition security policy, which contains a strategy for addressing inequality in access to food and nutrition. WFP also promoted the participation of women in decision-making. However, competing priorities and limited internal capacity constrained systematic gender mainstreaming.

Protection and protection from sexual exploitation and abuse

21. Protection challenges¹⁶ included the distances to distribution points, transport costs, threats to physical safety and post-distribution theft. Although additional distribution points were put in place, WFP had limited scope for addressing protection issues because of insufficient data collection. WFP also worked with the United Nations Population Fund to train local partners in protection from sexual exploitation and abuse.

Accountability to affected populations

22. The evaluation found gaps in accountability to affected populations, for example the lack of a complaints mechanism to allow beneficiaries to contact WFP directly during distributions. Beneficiaries also received insufficient information about the assistance. Technical advice from the regional bureau on the establishment of communication platforms was yet to be acted upon at the time of the evaluation.¹⁷

Environmental considerations

¹⁵ WFP. 2021. *Namibia annual country report 2021*, p. 19; WFP. 2022. *Post distribution monitoring report, Kunene, Ohangwena and Omusati regions, February 2022* (internal document).

¹⁶ *Ibid*; interviews with beneficiaries.

¹⁷ Regional Bureau for Southern Africa. 2021. *Programme and supply chain cash-based transfer technical support in the Namibia country office. September 2021 report* (not available online).

23. While environmental sustainability was a consideration for work on disaster risk management, the evaluation found that WFP did not consistently incorporate environmental aspects in the overall design and implementation of interventions.

Humanitarian–development nexus

24. WFP has contributed to work at the humanitarian–development nexus through CCS support for the Government in early warning systems and through projects that address climate, energy, water and food issues (the “climate–water–energy–food nexus”). Such projects can help to build resilience and mitigate future crises, but WFP’s planning did not consistently integrate humanitarian action and long-term development cooperation. The peace element of the nexus has little relevance in the context of Namibia.

Sustainability of interventions

25. The potential sustainability of upstream CCS activities is high at the policy and institutional levels, but it is inherently dependent on external factors such as government funding and priorities. The potential sustainability of downstream activities, including pilot projects with direct beneficiaries, is in some cases limited by design weaknesses and gaps in evidence generation and handover strategies.

TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

Timeliness

26. Most emergency response and distribution operations and some food system projects experienced delays, which reduced the efficiency of the assistance. In 2019, for example, a combination of late funding, limited WFP response capacity and lengthy procurement processes due to COVID-19 resulted in a five-month delay, with drought-affected people consequently lacking assistance during the lean season (see discrepancy between planned and actual beneficiary numbers in 2019 in figure 3 above). Elsewhere, funding shortfalls, restrictions related to COVID-19 and the shift to CBTs in 2021 also caused delays.

Targeting and coverage

27. The targeting and coverage of WFP activities were not well documented, but the data available indicated appropriate targeting of vulnerable locations and groups. However, the beneficiary lists were drawn up by the Government and in some cases contained exclusion or inclusion errors, which were partially mitigated by WFP through its validation process.

Cost-efficiency

28. Despite data limitations, CBTs appear to be a more efficient modality than food distributions in Namibia (see table 2). The high cost of CBTs in 2021 compared with 2022 was due to delays and the cost implications of introducing new systems. While the size and geographic dispersion of WFP interventions contributed to increasing implementation and transactional costs over time, WFP has not collected sufficient data to fully assess or demonstrate cost-efficiency of the various transfer modalities.

TABLE 2: COMPARISON OF IN-KIND FOOD DISTRIBUTION AND CASH-BASED TRANSFER COSTS, INCLUDING DISTRIBUTION COSTS					
Activity 5	2019	2020	2021	2022	Total
Food value (USD)	668 682	6 795 648	-	-*	7 464 330
Food costs (USD)	77 280	2 229 444	178 404	49 044	2 534 172
Food costs/food value (%)	12	33	-	-	34
CBT value (USD)	-	-	527 416	577 972	1 105 388
CBT costs (USD)	-	-	241 489	38 676	280 165
CBT costs/CBT value (%)			46	7	25

Source: Country portfolio budget plans vs. actual report 31 October 2022 (internal dataset).

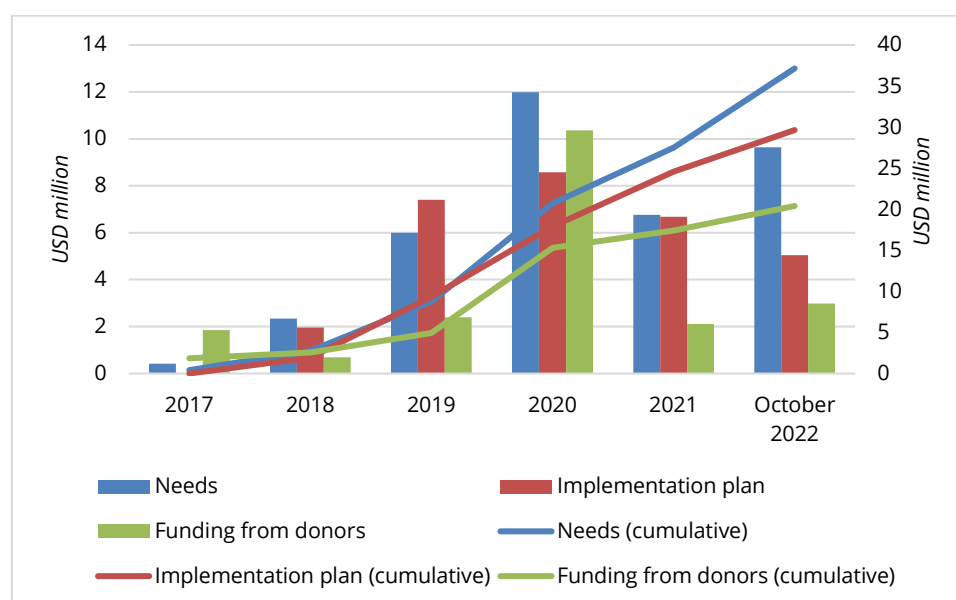
* The food value includes the costs of moving food to distribution points. Cash distributions were used in 2021 and 2022 only.

WHAT ARE THE FACTORS THAT EXPLAIN WFP'S PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED UNDER THE COUNTRY STRATEGIC PLAN?

Funding

29. The CSP was on average 49 percent funded as of October 2022. However, funding was unequally distributed over the duration of the CSP, with 2020 being almost fully funded for the drought and COVID-19 responses and the remaining years receiving lower funding (see figure 4). WFP has pursued funding opportunities, but resourcing has been unpredictable and contributions have been heavily earmarked (72 percent at the activity level) and unevenly distributed among the strategic outcomes and activities, albeit in line with needs (figure 5). WFP addressed some of those challenges successfully, implementing coherent projects with funding from various sources. New partnerships are also being explored, with some success in the mobilization of government resources.

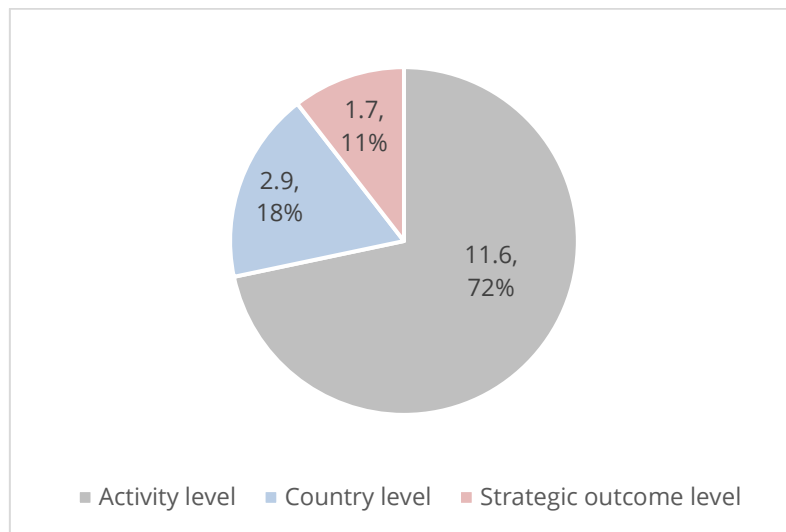
Figure 4: Funding flows, needs-based plans and implementation plans, 2017 to October 2022 (USD million)*



Sources: Country portfolio budget plan vs actual; data extracted on 31 October 2022 (internal source).

* Figures exclude indirect support costs.

Figure 5: Earmarking of contributions to the country strategic plan (USD million)



Sources: Distribution and contribution forecast statistics for Namibia 2017–2023, data extracted on 31 October 2022 (internal source).

Monitoring

30. Monitoring and evaluation systems provide only a partial picture of the results of the CSP, partly owing to weaknesses in corporate indicators, as in the case of CCS activities. Learning from CSP implementation has been challenging due to inconsistent monitoring and evaluation for interventions, with baselines and a comprehensive monitoring framework lacking. Knowledge management and data collection and analysis related to cross-cutting issues have not received sufficient attention from the country office. The lack of monitoring and reporting from the demonstration pilot projects impedes learning from the results and weakens decision-making regarding the potential for scaling up such projects.

Partnerships

31. With a predominant focus on CCS, the original CSP prioritized a range of high level government partnerships such as with the Office of the Prime Minister; the Ministry of Gender Equality, Poverty Eradication and Social Welfare; and the Ministry of Education, Arts and Culture. WFP has also been an active participant in the United Nations country team. Since 2021, the organization has successfully developed many new strategic and operational partnerships, particularly with the Government and the private sector in relation to food systems, but some of these are too recent to show results. Successful external communication has helped to raise WFP's profile in Namibia, but the large number of partners generates a substantial workload for the country office because of the time and resources needed to manage the partnerships.

Human resource capacity

32. While staffing has increased during the CSP period and the gender balance has improved, the volume of short-term contracts and the high turnover of staff – a result of funding constraints – have hindered CSP implementation. The technical profiles needed to implement CSP activities were not always in place, and the capacity for managing gender and other cross-cutting issues was insufficient. At the time of the evaluation, the country office had embarked on a review of its staffing structure.

Factors explaining progress towards the strategic shift

33. Over the evaluation period, WFP's strategic shift to capacity strengthening in support of government partners was constrained by internal factors, including the lack of a clear articulation of how the various activities would contribute to broader objectives; inconsistent attention directed to a number of design, implementation and monitoring elements; and a lack of coherence between staffing profiles and skills and intervention needs. External factors, including funding constraints and recent public spending and recruitment caps, have also impeded the intended shift.

Conclusions

34. The evaluation found that overall the CSP remained relevant to the needs of the people of Namibia and was aligned with government priorities throughout the period under review. The plan also facilitated strategic thinking about partnerships and funding opportunities in a challenging funding environment. It has delivered some significant benefits for the Government, and ultimately for affected populations, by building government capacity and piloting innovative tools and approaches in relation to the development of policy frameworks for food security and nutrition, social safety nets and disaster risk management. WFP has also been instrumental in integrating a food systems approach into government policies.

35. WFP's response to external shocks, including drought and COVID-19, has been aligned with needs and mostly effective, improving food consumption for affected people and communities and making strategic use of the response operations to build national supply chain capacity. WFP also made a significant contribution to the development of the policy framework in relation to social safety nets. However, home-grown school feeding activities and the food system pilot projects that seek to link smallholder farmers to sustainable markets have yet to show results. The timeliness of implementation was mixed, with delays in some cases reducing the relevance and utility of assistance. The country office introduced more cost-efficient approaches to implementation but cost efficiency gains cannot be demonstrated because of inadequate data collection.

36. As well as external factors beyond the control of WFP, performance was affected by a combination of internal factors related to limited financial and human resources, intervention design, monitoring and evaluation and knowledge management, which impacted the achievement of expected outcomes. WFP was flexible and responsive to changes in circumstances, for example by scaling up and providing direct response to emerging humanitarian needs and moving into the area of food systems following the Government's request, which required significant agility. However, WFP's strategic shift from the provision of direct food assistance to capacity strengthening for government partners has also been hampered by its own funding and human resource limitations and national financial and human resource constraints.

37. WFP prioritized gender considerations, promoting women's participation in projects and decision-making groups, but gender has not been fully mainstreamed throughout the CSP portfolio. Other cross-cutting issues, such as protection and accountability to affected populations, received less attention. The country office received support from the regional bureau, but that support was not sufficient to ensure the mainstreaming of cross-cutting issues during CSP implementation. WFP contributed to work at the humanitarian-development nexus by providing capacity strengthening in early warning systems and engaging in work at the climate-water-energy-food nexus, although its planning did not consistently integrate humanitarian action with long-term development cooperation.

38. The country office has recognized the importance of new partnerships and has successfully diversified the number and type of partners during CSP implementation, especially since 2021. It is also exploring innovative types of partnership, such as with the private sector. Strong communication has supported this process and helped to position WFP as an important partner in areas such as food systems. While work on partnerships has been guided by the CSP and strategic thinking regarding certain stakeholders, such as those in the private sector, WFP has not yet encapsulated that thinking in a partnership strategy with clear and measurable objectives. The coordination and management of partnerships have required significant investments in terms of WFP staff time and effort, putting pressure on human resources.

39. Weaknesses in monitoring and evaluation and knowledge management limited WFP's ability to report on and learn from CSP implementation. In particular, the existing corporate indicators do not capture outcome results in relation to CCS, hindering effective monitoring, evaluation and learning in that area. The competing priorities and financial constraints faced by the country office also brought tension between responses to an expanding set of – often urgent – needs and the making of large investments in monitoring and evaluation capacity. Furthermore, knowledge management systems have been inadequate in preserving and storing evidence so that it can be used in the design of future interventions.

40. While WFP has used evidence to inform CSP design and interventions in Namibia, it has not always been able to map synergies across interventions or explain how interventions contribute collectively to broader goals, including when working with partners in areas such as CCS. Moreover, there are cases where the performance of WFP in CCS, the main focus of the CSP, has been affected by a limited assessment of capacity gaps for guiding the design of WFP interventions.

Recommendations

41. Operational recommendations refer to aspects that have to be integrated into the routine operations of WFP. Strategic recommendations refer to higher-level aspects of WFP's work, often related to planning.

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
1	Enhance strategic planning, activity design and project implementation.	Operational	Country office	Regional bureau (programme unit)		
1.1	Undertake a capacity needs assessment in key areas of country capacity strengthening to identify existing gaps and potential bottlenecks that should be taken into account during project design or targeted during implementation.	Operational	Country office		High	January 2024
1.2	Considering funding and capacity challenges, the country office should be selective and coordinate closely with partners when engaging in country capacity strengthening interventions. This would help to manage the impact of funding constraints.	Strategic	Country office		High	January 2024
1.3	As part of the design of the next country strategic plan, develop an intervention logic for the various areas of country capacity strengthening, articulating the main objectives and how interventions contribute – individually or collectively – to those objectives. The country capacity strengthening mapping used in this evaluation (provided in annex VI of the full evaluation report) could be used as a model.	Operational	Country office		Medium	February 2024
1.4	With a view to the design of the next country strategic plan, explore the options for developing a simpler country strategic plan structure that contains fewer activities, provides more flexibility for implementation, simplifies management and reporting, increases internal coherence and reduces geographic dispersion. The option of a “dormant” strategic outcome on emergency response could be explored as a way of facilitating country strategic plan adjustments in the event of unexpected shocks.	Strategic	Country office	Regional bureau	Medium	March 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
1.5	Given the challenges in the funding of core positions, WFP should explore options for dealing with human resource-related capacity constraints in Namibia, in consultation with the regional bureau and headquarters. This problem is also likely to affect other country offices focusing on country capacity strengthening in similar settings. For example, explore cost-sharing agreements with other country offices in the region, and ways of obtaining greater access to capacity within WFP through centres of excellence or other structures and departments.	Operational	Country office	Regional bureau and headquarters	High	March 2024
2	1. Strengthen knowledge management and monitoring and evaluation systems and ensure that the evidence generated by those systems contributes to improving future activity design and facilitates linkages with country capacity strengthening objectives.	Operational	Country office	Headquarters and regional bureau		January 2024
2.1	2. Increase evidence generation and make it more effective by integrating a monitoring and evaluation plan into each intervention at the design stage, linking it to indicators from the corporate results framework where feasible. The plan should indicate what evidence to collect, by whom, how often and for what purpose.	Operational	Country office		High	February 2024
2.2	3. Develop standard operating procedures for knowledge management indicating the documents to be generated during the project cycle (proposals, reports, monitoring, etc.) and how those documents should be stored. At the activity level, the standard operating procedures should be part of the monitoring and evaluation plan described under sub-recommendation 2.1.	Operational	Country office		Medium	January 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
2.3	4. Strengthen the monitoring framework for country capacity strengthening by exploring the opportunities provided under the new corporate results framework and start to explore country specific indicators, building on the experience of other countries and keeping in mind the next country strategic plan. This is a sizeable task that cannot be undertaken by the country office alone and requires support from other WFP offices.	Operational	Country office	Headquarters and regional bureau	High	March 2024
2.4	Explore the options for increasing efficiency in monitoring and evaluation. In the meantime, increase the implementation efficiency of geographically dispersed activities by following alternative approaches such as joint monitoring and supervision missions or increased reliance on community-based monitoring.	Operational	Country office	Regional bureau	Medium	May 2024
2.5	Given the predominant focus on country capacity strengthening in Namibia, the context and the size of the country office, in consultation with the regional bureau and headquarters, the country office should explore the trade-offs between corporate reporting to headquarters and the value-added by, and resources available for, a more tailored analysis of evidence at the country level.	Strategic	Country office	Headquarters and regional bureau		May 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
3	Continue building partnerships in a strategic way that maximizes their contributions to the country strategic plan and broader strategic goals.	Strategic and operational	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)		January 2024
3.1	Develop and implement a partnership action plan for building, monitoring and managing strategic partnerships related to resource mobilization goals. Each partnership should be informed by its intended contribution to the country strategic plan, a clear set of objectives, actions and expected results and a clear description of potential risks and mitigation measures.	Strategic and operational	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)	High	February 2024
3.2	Improve the country office's plan for private sector engagement by clearly articulating the various models of engagement with the private sector and what each party has to offer and stands to benefit from. This work should build on the analysis of ongoing and planned partnerships. This sub-recommendation could be integrated with sub-recommendation 2.1.	Strategic	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)	Medium	March 2024
3.3	Adopt a more ambitious and longer-term resource mobilization strategy to help manage funding constraints and the lack of flexible funding. The strategy should include the allocation of staff time to prioritizing and guiding engagement with donors, government partners and the private sector. This sub-recommendation could be integrated with sub-recommendation 2.1.	Operational	Country office	Regional bureau	High	February 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
4	Improve the integration of cross-cutting issues into the design, planning and implementation of interventions.	Operational	Country office	Regional bureau	Medium	April 2024
4.1	Allocate staff time to, and develop terms of reference for, the appointment of an experienced, senior-level focal point on cross-cutting issues.	Operational	Country office		Medium	March 2024
4.2	With the regional bureau, explore opportunities within WFP to build capacity through participation in regional and global working groups and initiatives. Implementation of this sub-recommendation should follow the implementation of sub-recommendation 3.1.		Country office	Regional bureau	High	February 2024
4.3	Facilitate the mainstreaming of cross-cutting issues into intervention design by including expected results for each relevant cross cutting issue.	Operational	Country office		Medium	May 2024

1. Introduction

1.1. EVALUATION FEATURES

1. The evaluation of the Namibia Country Strategic Plan (CSP) 2017–2024 was commissioned by the Office of Evaluation of the World Food Programme (WFP). It serves the dual objectives of accountability and learning.¹ This evaluation is expected to support the design of the second-generation CSP to be approved in November 2024 and offers WFP stakeholders an independent, constructive assessment of its performance, opportunities, challenges and potential future directions. The principal users of the evaluation will be the WFP Executive Board, WFP Namibia country office (NACO), WFP Regional Bureau of Johannesburg (RBJ) and different divisions at the headquarters in Rome, the Government of the Republic of Namibia, donor agencies, project beneficiaries and implementing partners (non-governmental organizations (NGOs), private sector, academia).

2. The evaluation focuses on CSP implementation from June 2017 to October 2022 (the end of data collection). It also considers the CSP design period in 2016 to understand the relevance and quality of the CSP design. The evaluation design was informed by an inception mission (27 June to 1 July 2022). The evaluation adopted a theory-based mixed-methods approach, drawing on monitoring data, a literature review, semi-structured interviews and beneficiary focus group discussions. Gender and other cross-cutting issues were integrated in the evaluation design. Particular attention was paid to developing a methodology for the assessment of country capacity strengthening (CCS), a core objective of the CSP. The methodology and limitations are discussed in detail in section 1.4. Data collection in Namibia took place in October 2022, including visits to WFP project stakeholders in different regions. Both primary and secondary data were carefully triangulated to minimize dependence on any single source and ensure the validity of findings. Findings, conclusions and recommendations were discussed with internal and external stakeholders during three workshops held in March 2023.

1.2. CONTEXT

General overview

3. **Located** on the Atlantic coast of South-West Africa, Namibia is the driest country in the region and is characterized by landscapes that change from west to east and north to south.² The country is a stable democracy and has been governed by the South-West Africa People's Organization (SWAPO) since its Independence from South Africa in 1990.

4. **Demography.** According to the latest demographic survey conducted in 2016, Namibia had a population of 2.3 million³ growing at 1.8 percent per annum.⁴ The population is expected to reach 2.96 million in 2030 and to become progressively more urban.⁵ Namibia is the second least densely populated country in the world, with just three persons per square kilometre.⁶ Just over half the Namibian population (52 percent) live in rural areas.⁷ Life expectancy at birth is 63.7 years,⁸ with an under-five mortality rate of 42.47 per 1,000 live births and a maternal mortality ratio of 195 per 100,000 live births.⁹

¹ WFP. 2022f. *Evaluation of Namibia WFP Country Strategic Plan 2017–2023*. Terms of Reference. p. 35.

² MEFT. 2021. About Namibia. meft.gov.na. Accessed 31 December 2021.

³ NSA. 2017a. *Namibia Inter-censal Demographic Survey 2016 Report*. September.

⁴ World Bank data, 2021. Population growth (annual %) - Namibia.

⁵ NSA. 2014b. Population projection. <https://nsa.org.na/post/chart-of-the-week-78>.

⁶ World Bank data. 2021b. Population density (people per sq. km of land area) - Namibia. Accessed 31 December 2021.

⁷ NSA. 2017b. *Namibia Financial Inclusion Survey 2017*.

⁸ World Bank data. 2019c. Life expectancy at birth, total (years) - Namibia. Accessed 31 December 2021.

⁹ World Bank data. 2019d. Mortality rate, under-5 (per 1,000 live births) - Namibia. Accessed 31 December 2021.

The total fertility rate is 3.3 children per woman,¹⁰ while the adolescent fertility rate is 59.6 births per 1,000 girls.¹¹

5. Namibia's official language is English. However, according to the 2016 census, Oshiwambo languages were reported to be the most spoken (49.7 percent), followed by Nama/Damara (11.0 percent), Kavango languages (10.4 percent), Afrikaans (9.4 percent) and Herero languages (9.2 percent).¹² The predominant religion is Christianity (97.5 percent).¹³

6. **Health.** Namibia has a generalized HIV epidemic ranked as the sixth-highest rate globally.¹⁴ In 2020, the HIV prevalence among adults between 15 and 49 years of age was estimated at 11.6 percent.¹⁵ Prevalence is higher among women (14.9 percent) than men (8.3 percent). In terms of mortality, HIV is a leading cause of death.¹⁶ Nevertheless, following the launch of the first ever population-based HIV survey in 2017,¹⁷ Namibia has made significant progress towards the 90-90-90 targets set by the Joint United Nations Programme on HIV/AIDS (UNAIDS) in 2014.¹⁸ In 2020, 90 percent of people living with HIV knew their status. Similarly, 88 percent of Namibians living with HIV were receiving antiretroviral therapy (ART) and 80 percent of people on treatment were reported to have suppressed viral loads.¹⁹ The health impact of COVID-19 in Namibia has been moderate. There have been 169,929 confirmed cases of COVID-19 with 4,080 deaths reported to the World Health Organization (WHO). As of 13 November 2022, a total of 965,135 vaccine doses had been administered.²⁰

7. **Humanitarian challenges.** These are mostly related to vulnerability issues described below. During the CSP implementation the country has been affected by droughts, prompting an increase in humanitarian assistance (see International development assistance and humanitarian assistance, below). Namibia is not a major destination for refugees. The country currently hosts 6,327 refugees and asylum-seekers, most of whom reside in the Osire Refugee Settlement located 225 km from the capital Windhoek.²¹

Macroeconomy, poverty and inequality

8. In 2021, Namibia had a gross domestic product (GDP) of US\$ 12.24 billion (N\$ 180.84 billion) and a GDP per capita of US\$ 4,729 (N\$ 69,892).²² The country is classified as an upper-middle-income country (UMIC).²³ The 2017 *Guide to the Namibian Economy* points out that, since Independence, Namibia has succeeded in generating positive economic growth almost every year but remains heavily dependent on the minerals sector.²⁴ In 2019, the International Monetary Fund (IMF) held Article IV consultations with Namibia. It was noted that, between 2010 and 2015, Namibia experienced a period of exceptional growth, but macroeconomic imbalances rose, resulting in public debt sharply increasing and international reserves falling below adequate levels. Income inequality and unemployment remained high. Even if inequality has

¹⁰ World Bank data. 2019b. Fertility rate, total (births per woman) – Namibia. Accessed 31 December 2021.

¹¹ World Bank data. 2019a. Adolescent fertility rate (births per 1,000 women ages 15–19) – Namibia. Accessed 31 December 2021.

¹² NSA. 2017a. ICDS.

¹³ CIA World Factbook. 2022. Namibia. [cia.gov/the-world-factbook/countries/namibia/](https://www.cia.gov/the-world-factbook/countries/namibia/). Last updated 14 July 2022.

¹⁴ World Population Review. 2022. HIV rates by country. <https://worldpopulationreview.com/country-rankings/hiv-rates-by-country>. Accessed 11 September 2023.

¹⁵ See: UNAIDS. 2021. Namibia. Country factsheets. [UNAIDS.org/en/regionscountries/countries/namibia](https://www.unaids.org/en/regionscountries/countries/namibia). Accessed 31 December 2021.

¹⁶ NSA. 2020b. *Report on Mortality and Causes of Deaths in Namibia, 2016–2017*. October.

¹⁷ GRN. 2018. *Namibia Population-Based HIV Impact Assessment Namibia 2017*. July.

¹⁸ Edwards, S. 2018. Inside Namibia's HIV success story. *DEVEX*. 14 August.

¹⁹ UNAIDS. 2021. Namibia.

²⁰ See: WHO. 2022. WHO Health Emergency Dashboard. COVID-19 Homepage. Global/Namibia Situation. <https://covid19.who.int/region/afro/country/na>. Accessed 20 November 2022.

²¹ UNHCR. 2022. Namibia. [UNHCR.org](https://www.unhcr.org/). Accessed 27 July 2022.

²² Bank of Namibia. 2022. *Economic Outlook Update*. February.

²³ World Bank, Data for Upper middle income, Namibia, Accessed 5 July 2022.

²⁴ Sherbourne, R. 2017. *Guide to the Namibian Economy 2017*. Institute for Public Policy Research, p. 19.

decreased since 2003, it remained high with a GINI index of 50.9 in 2015.²⁵ It was recommended that public policies should combine spending reductions and selected revenue increases that could enhance the long-term growth prospects of the economy, while protecting the poor. Among the envisaged measures were widening the coverage of children's grants, better targeting of housing programmes, and a more progressive personal income tax.²⁶ However, in 2019 the COVID-19 pandemic caused a recession and drove up borrowing levels once more. In June 2022, Fitch downgraded its rating of Namibia to BB-, with a stable outlook, citing, among other things, the fiscal deficit rising to 9.5 percent of GDP. Total debt stock stood at N\$ 136.2 billion, equivalent to 66.9 percent of GDP,²⁷ and the prospect of government debt rising to 75 percent of GDP by the financial year 2024/25.²⁸

9. The deterioration of the fiscal situation is constraining the government budget and, by extension, its ability to support social spending. The effects are visible in the Medium-Term Expenditure Framework, which has been reduced from N\$ 72.4 billion in 2020/21 to an estimated N\$ 68.3 billion in 2023/24.²⁹

10. A 2021 study of multidimensional poverty (using 2015/16 Namibia Household, Income and Expenditure Survey (NHIES) data) concluded that 43.3 percent of the population of Namibia are multidimensionally poor.³⁰ Multidimensional poverty is more common in rural than urban areas, with rates of 59.3 and 25.3 percent, respectively. About 64 percent of children who live in rural areas are multidimensionally poor, compared with 30 percent in urban areas. The incidence of multidimensional poverty is higher in households headed by women (with a rate of 46 percent), than in households headed by men (with a rate of 41 percent). Poverty is also strongly linked to specific population groups. The highest head count ratio of multidimensional poverty was reported among the population whose main language spoken at home was Khoisan (93 percent), followed by Rukavango (68 percent) and Zambezi languages (54 percent). The Kavango West, Kavango East and Kunene regions have the highest rates of multidimensional poverty.³¹

11. Namibia's Gini coefficient (based on 2015/16 NHIES data) is 0.576, according to the Namibia Statistics Agency. This is an improvement on the 0.701 calculated for 1993/94, soon after Independence.³² Nonetheless, Namibia remains one of the most unequal countries in the world.³³

12. A recent World Bank study of inequality in the Southern African Development Community (SADC) region points out that inequality in Namibia, as in South Africa, is rooted in their shared legacy of apartheid.³⁴ Differences in educational attainment are a key driver of inequality, especially post-secondary or tertiary attainment. Disparities in higher education, which is key to human capital accumulation, contribute about 45 percent to overall inequality. Children face stark differences in life prospects depending on their circumstances at birth and during their early years. Land ownership has historically been unequal (see Access to land, below).

²⁵ World Bank. 2015b. 2015 GINI Index – Namibia. Accessed on 31 December 2021.

²⁶ IMF. 2019. *Country Report No. 19/295*. September.

²⁷ Shiimi, I. 2022. Mid-year Budget Review Speech for 2022/23 Financial Year. Presented by Ipumbu Shiimi, Minister of Finance. <https://mof.gov.na/documents/35641/36583/Final+Republic+of+Namibia+2022+Mid-year+Budget+Review+Speech.pdf/1b01eead-56bf-e79f-9b07-fa4f84949eee>. October.

²⁸ Fitch Ratings. 2022. Fitch downgrades Development Bank of Namibia to 'BB-'; Outlook Stable. [fitchratings.com](https://www.fitchratings.com). 1 July.

²⁹ RON. 2021. *Medium-Term Expenditure Framework 2021/22–2023/24*. March.

³⁰ Based on Oxford Poverty and Human Development Initiative: "Multidimensional poverty encompasses the various deprivations experienced by poor people in their daily lives – such as poor health, lack of education, inadequate living standards, disempowerment, poor quality of work, the threat of violence, and living in areas that are environmentally hazardous, among others." See: <https://ophi.org.uk/policy/multidimensional-poverty-index/>.

³¹ NSA. 2021b. *Namibia Multidimensional Poverty Index Report 2021*. June.

³² NSA. 2021a. Media Release: Release of Economic Statistics. 24 June.

³³ Barr, C. 2017. Inequality index: where are the world's most unequal countries? *The Guardian*. 26 April.

³⁴ Sullá, V., Zikhali, P. & Cuevas, P.F. 2022. *Inequality in Southern Africa: An Assessment of the Southern African Customs Union*. Washington, D.C.: World Bank Group.

Gender

13. Namibia has made significant progress on gender equality, but some challenges remain. Progress is to an extent supported by a strong legal framework. Article 95 of the Constitution of Namibia acknowledges that women have historically been deprived of access and opportunities and specifically states that the State will actively prioritize women's needs when it comes to land ownership and housing.³⁵ These provisions have helped to mainstream some gender issues across government policies, such as the Land Policy,³⁶ or the Affirmative Action Act of 1998,³⁷ which contains a set of measures against discrimination in the workplace.

14. Namibian progress on gender equality is clearly recognized by the high rankings achieved in the Global Gender Gap Index (6th in 2021 and 8th in 2022) having increased from 0.70 in 2007 to 0.81 in 2021.³⁸ In 2021, 39.1 percent of ministerial positions were held by women and 44.2 percent of parliamentarians were women.³⁹ The labour force participation rate for women is 69.1 percent compared with 73.5 percent for men. The unemployment rate is slightly higher for women (34.3 percent) than for men (32.5 percent).⁴⁰

15. Health is one of the areas where women have seen least progress in Namibia. For every 100,000 live births, 195.0 women die from pregnancy-related causes; and the adolescent birth rate is 63.6 births per 1,000 women aged between 15 and 19.⁴¹ These figures hide significant differences between other regions and Khomas (the region where the capital is), which has better results than other regions that have more rural populations.⁴² Teen pregnancy has decreased, partly as a result of the Child Care and Protection Act (No. 3 of 2015), which makes 18 years the minimum age for marriage and criminalizes the arrangement of child marriages.

16. Sexual and gender-based violence (SGBV) remains a concern in Namibia. According to the latest demographic and health survey, 33 percent of married women aged between 15 and 49 reported having experienced physical, sexual and/or emotional violence from their spouse.⁴³ Namibia does not have an overarching law covering all gender-based violence, but the National Plan of Action on Gender-Based Violence 2012–2016 provides a comprehensive framework aimed at preventing SGBV.⁴⁴ The Combating of Domestic Violence Act (No. 4 of 2003) prohibits domestic violence and makes provisions for the protection of victims who are at risk of further violence or abuse.⁴⁵

Climate change, disasters, and vulnerability

17. Namibia is particularly vulnerable to climate change. Recently, Namibia has experienced both fatal flooding (2008, 2009, 2010, 2011 and 2013)⁴⁶ and droughts⁴⁷ (2013, 2016 and 2019). The 2019 Disaster Risk Profile for Namibia considers various scenarios for the mid- to long-term future, 2050–2100, and concludes that, in the mid term (2050–2074), there is likely to be an increase in temperature of 2–4°C, and a very likely decrease in precipitation of up to 40 percent. In the long term (2075–2100), there could be a temperature increase of 4–6°C. This implies declining food production due to floods, combined with the increasing likelihood of droughts.⁴⁸ The country's reliance on rain-fed agriculture and livestock increases its

³⁵ RON. 2014. Constitution of Namibia. Article 95: Promotion of Welfare of the People.

³⁶ RON. 1998. *National Land Policy*. Ministry of Lands, Resettlement and Rehabilitation. April.

³⁷ RON. 2007. Affirmative Action (Employment) Act 29 of 1998.

³⁸ WEF. 2022. *Global Gender Gap Report*. Geneva, Switzerland. July.

³⁹ WEF. 2021. *Global Gender Gap Report*. Geneva, Switzerland. March.

⁴⁰ NSA. 2019b. *The Namibian Labour Force Survey 2018 Report*. March.

⁴¹ UNDP. 2020. *The Next Frontier: Human Development and the Anthropocene*. Namibia Human Development Report.

⁴² LAC/EU. 2017. *Namibia Gender Analysis*. July.

⁴³ NSA. 2014a. *Namibia Demographic and Health Survey 2013*. September.

⁴⁴ OECD. 2019. Social Institutions & Gender Index, Namibia datasheet. Genderindex.org.

⁴⁵ Ibid.

⁴⁶ Arendt, R. et al. 2020. GNSS mobile road dam surveying for TanDEM-X correction to improve the database for floodwater modelling in northern Namibia. *Environmental Earth Sciences*. 79.

⁴⁷ Koorts, T. 2022. Namibia's Punishing Drought. *Rosa Luxembourg Foundation*. 16 February.

⁴⁸ UNDRR. 2018. Disaster Risk Profile Namibia. 28 February.

vulnerability to climate change and limits the capacity of poor households and communities to manage climate risk, increasing their vulnerability to climate-related shocks.⁴⁹ Northern areas (Ohangwena, Oshana and Omusati regions) are considered more vulnerable to these effects.⁵⁰ The Institute for Public Policy Research reports that up to 30 percent of Namibia's GDP is dependent on environmentally affected industries, such as agriculture, tourism, and fisheries – all of which are directly impacted by the climate crisis. This was clearly seen after the country faced a prolonged seven-year drought from 2013 to 2019, which left approximately 659,000 Namibians facing high levels of acute food insecurity by the end of 2021.⁵¹

Access to land

18. There are three general land tenure classifications in Namibia: freehold, communal and state.⁵² Freehold, or title deed land, makes up 48 percent of total land (39,728,364 ha). Of this, 86.2 percent (34,237,254 ha) is mainly commercial agricultural land owned by individuals, companies, estates and trusts, churches, farmers' associations and foundations. The remaining 13.8 percent (13,906,437 ha) of freehold land is owned by government, mainly as resettlement and research farms. Communal land area makes up 35 percent of total land, which mainly consists of non-titled deeds (e.g. reserves or small communal farms), where communal farmers operate on land held under a communal tenure system concentrated in the Northern Communal Areas, which are normally allocated to individual households, while the grazing areas are shared by members of a community. State land constitutes 17 percent of total land, and this consists of state parks and restricted areas.

19. Land ownership is highly unequal in Namibia. The greatly skewed land distribution, rooted in historical discrimination against Black Africans, underpins unequal outcomes in rural contexts. Most marginalized communities have been dispossessed of their traditional lands, both by private parties, and by the colonial and apartheid governments. Marginalized communities are particularly land insecure, which has exacerbated their socioeconomic vulnerabilities.⁵³ The Government has passed legislation, such as the Agricultural (Commercial) Land Reform Act of 1995 and the Agricultural (Commercial) Land Reform Amendment Act (No. 14 of 2003). Furthermore, various land restitution and redistribution programmes and reforms have been implemented, such as the Affirmative Action Loan Scheme and the resettlement programme to address land inequalities under the principle of willing-buyer-willing-seller; however, the pace of implementation has been slow. By 2018, Namibians of European descent owned about 70 percent (27.8 million ha) of the country's 39.7 million ha of commercial farmland, whereas Black Namibians owned only 16 percent.⁵⁴

20. There have been growing calls to expedite land delivery,⁵⁵ and to improve agricultural productivity on resettlement farms. In parallel, there is rapid urbanization, with an estimated 900,000 Namibians living in informal settlements;⁵⁶ urban areas are unable to accommodate the growing numbers of low-income residents, and more infrastructure is needed. Access to land in both urban and rural settings remains a critical concern.

⁴⁹ World Bank. 2021a. *Namibia Climate Risk Country Profile*. Washington, D.C.

⁵⁰ Angula, M.N. & Kaundjua, M.B. 2016. The changing climate and human vulnerability in north-central Namibia. *Jamba* (Potchefstroom, South Africa), 8(2): 200.

⁵¹ Koorts, T. & Wagner, D. 2022. *Climate Change Factsheet: what is it and why should Namibians care?* Institute for Public Policy Research. May.

⁵² NSA. 2019c. *Namibia Land Statistics Booklet*. September.

⁵³ The 5th National Development Plan (NDP5) defines marginalized communities as the San, Ovaherero and Ovambo – “community groups disproportionately tormented by poverty”. See: GRN. 2017. *Namibia's 5th National Development Plan (NDP5)*.

⁵⁴ World Bank. 2022a. *Inequality in Southern Africa: An Assessment of the Southern African Customs Union*. Washington, D.C.

⁵⁵ RON. 2020. *Progress Report (October 2018–November 2020) on the Implementation of the resolutions of the 2nd National Land Conference*. December.

⁵⁶ OPM. 2018a. Cabinet Session to a post-mortem and review of the resolutions of the recently concluded Second National Land Conference. Media release. October.

Agriculture

21. The performance of Namibia's agriculture sector since Independence has been poor. While the economy as a whole grew by 4 percent a year between 2007 and 2014, agriculture declined by 2 percent a year.⁵⁷ Vulnerability to climate shocks raises questions about the possibility of increasing agricultural production. Recent analysis suggests that greater private investment, including land privatization for small farmers, and opportunities for Foreign Direct Investment, could bring about an improvement, but with some political drawbacks.⁵⁸

22. Namibian agriculture accounts for a modest share of GDP but is a key source of employment for the population. According to Bank of Namibia forecasts, livestock farming, crop farming and forestry made up 6.4 percent of GDP in 2022, compared with mining (10.4 percent) and manufacturing (10.9 percent).⁵⁹ The Namibia Census of Agriculture 2013/14 covered the communal and commercial farming sectors throughout the country. The population working in the agriculture sector was estimated at 907,714 people (about 43 percent of the total population), out of which 490,137 (54.0 percent) were female and 417,577 (46.0 percent) were male. Children under the age of 15 accounted for 38.9 percent of the agricultural population (352,919 people). The majority of households were involved primarily in crop and livestock production, which were reported as 251,991 and 36,118 agricultural households, respectively. The total area of the major crops (i.e. millet/mahangu, maize and sorghum) is estimated at 463,246.6 ha. The total production for these crops was recorded as: 408,576 mt for millet/mahangu, 8,733 mt for sorghum and 55,986 mt for maize. The census reported that, out of 159,484 agricultural households, 39 percent were engaged in livestock farming.⁶⁰ Arable land per capita was 0.33 hain 2018.⁶¹

23. According to the Namibian Agronomic Board, which regulates food imports, in the period 1 April 2019 to 31 March 2020, Namibia imported 171,031 mt of white maize, mainly from South Africa, and 114,363 mt of wheat, mainly from Russia.⁶² Namibian grain production varies greatly from year to year.

Food and nutrition security

24. The combination of poor agricultural production and vulnerability to shocks and climate change makes Namibia a food-insecure country. In the 2021 Global Hunger Index (GHI), Namibia ranks 78th out of 120 countries. The level of hunger in Namibia is considered to be 'moderate', with a score of 18.7.⁶³ The COVID-19 pandemic and price shocks have made it more difficult to access food. Between October and November 2021, approximately 659,000 people (26 percent of the population) were facing high levels of acute food insecurity, with the figure projected to increase up to 750,000 people for the period from December 2021 to March 2022.⁶⁴

25. Data on stunting and wasting is not up to date due to the infrequency of the Demographic Health Surveys. In 2013, the prevalence of stunting was relatively high for a UMIC, at 22.7 percent, down from 29.3 in 2007.⁶⁵ Stunting was lower for women at 20.4 percent in 2013, down from 26.7 percent in 2007. Wasting levels show a similar trend. In 2013, the prevalence for children was 7.1 percent, down from 7.6 percent in 2007.⁶⁶ Wasting for girls was lower than for boys at 5.3 percent in 2013, down from 7.8 percent in 2007.

⁵⁷ Sherbourne. 2017. Guide to the Namibian Economy.

⁵⁸ Ibid. p. 107.

⁵⁹ Bank of Namibia. 2022. Economic Outlook.

⁶⁰ NSA. 2019a. *Namibia Census of Agriculture 2013/14, Communal Sector Revised Report 2019*.

⁶¹ World Bank. 2018. Arable land (hectares per person). Food and Agriculture Organization. <https://data.worldbank.org/indicator/AG.LND.ARBL.HA.PC>. Accessed 11 September 2023.

⁶² NAB. 2020. *Grain Trade Statistics Report 1 April 2019 to 31 March 2020*.

⁶³ Global Hunger Index. 2021. Namibia. globalhungerindex.org/Namibia. Accessed 31 December 2021.

⁶⁴ Ibid.

⁶⁵ World Bank data. Prevalence of stunting, height for age (% of children under 5) – Namibia.

⁶⁶ Ibid.

26. Namibia has a National Food Nutrition and Security Policy, which was adopted in 1995.⁶⁷ The Government has recently revised the policy with support from WFP and other partners, and launched an updated version in 2021.⁶⁸ In March 2022, Namibia also adopted a Social Protection Policy 2021–2030, which includes access to food and food security among its strategic priority areas.⁶⁹

Education

27. The Namibian school system is the largest social system in the country and host to the Namibian School Feeding Programme (NSFP), which has been supported by WFP. In 2020, Namibia’s basic education system enrolled 777,132 learners: 561,931 at primary level, 213,074 at secondary level and 2,127 others (those in special education curricula).⁷⁰ Over half of the learners (50.1 percent) were girls, but there is a gradual shift in the percentage of female learners from 49.4 percent at primary level to 52.6 percent at senior secondary level.⁷¹ There were 1,922 schools, including 225 private schools with 46,382 learners.⁷² There were 31,462 teachers (67 percent women), of whom 88 percent had more than two years’ tertiary education.⁷³ The average learner to teacher ratio was 24.7. In terms of infrastructure, 91 percent of classrooms were either permanent or prefabricated.⁷⁴ However, 208 schools had no water, 336 schools had no electricity and 224 schools had no toilets for learners.⁷⁵ In 2020, 138 female learners left school because of child marriage and 2,320 because of pregnancy.⁷⁶ The system includes 57,503 learners with disabilities (24,869 girls).⁷⁷ The National Literacy Programme enrolled 8,437 adult learners in 2020 (56 percent women). There was a drastic reduction in enrolments (about half) in the Literacy Programme, apparently due to COVID-19. In 2018, UNESCO put the adult literacy rate in Namibia at 91.5 percent (female 91.4 percent) for those 15 years and older.⁷⁸ The NSFP targets all learners in public schools in the country with meals. The NSFP provides at least one nutritious meal per day in each school (for children that spend a half-day at school, the ration should provide 30–40 percent of a child’s daily calorie requirement).⁷⁹ Meals should be tailored to the local preferences and fortified foods should be used in preparing school meals.⁸⁰

National policies and the Sustainable Development Goals

28. Vision 2030 is Namibia’s overarching policy framework for long-term national development. Launched in 2004, it proposes measures across multiple sectors to realize its vision: “The people of Namibia are well developed, prosperous, healthy and confident in an atmosphere of interpersonal harmony, peace and political stability; and as such, Namibia is a developed country to be reckoned with as a high achiever in the comity of nations.”⁸¹ Vision 2030 is the starting point for more detailed development planning through the country’s five-year national development plans (NDPs) and the Harambee Prosperity Plans (HPPs).

29. The NDPs are closely aligned with Vision 2030, while the HPPs propose more specific goals and measures to achieve development objectives. Both the NDPs and the HPPs inform Namibia’s Medium-Term

⁶⁷ NFSNC. 1995. *Food and Nutrition Policy for Namibia*. Windhoek, Namibia, August.

⁶⁸ GRN. 2021c. *Revised National Food and Nutrition Security Policy*.

⁶⁹ GRN. 2021b. *Social Protection Policy 2021–2030*. Cabinet Decision No 4th/23.03.21/009, March.

⁷⁰ MOEAC. 2020a. *Educational Management Information Systems 2020*. December. MOEAC. 2021. *Educational Management Information Systems 2021*.

⁷¹ Ibid.

⁷² Ibid.

⁷³ Ibid.

⁷⁴ Ibid.

⁷⁵ Ibid.

⁷⁶ Ibid.

⁷⁷ Ibid.

⁷⁸ UIS. 2022. Namibia page. Accessed 5 July 2022.

⁷⁹ MOEAC. 2019a. *Namibia School Feeding Policy 2019*.

⁸⁰ Ibid.

⁸¹ OP. 2004. *Namibia Vision 2030*.

Expenditure Framework.⁸² The 5th National Development Plan (NDP5) 2017/18–2021/22⁸³ builds on the previous NDPs and seeks to realize four strategic goals: (i) to achieve inclusive, sustainable and equitable economic growth; (ii) to build capable and healthy human resources; (iii) to ensure a sustainable environment and enhance resilience; and (iv) to promote good governance through effective institutions. NDP5 is complemented by the Harambee Prosperity Plan I (2016–2020)⁸⁴ and Harambee Prosperity Plan II (2021–2025).⁸⁵ The HPPs provide a focused and targeted action plan. Other government plans that influenced the design of the CSP are the Blueprint on Wealth Redistribution and Poverty Eradication and the Zero Hunger Road Map (ZHRM).⁸⁶ The ZHRM seeks to address the challenges identified in the Zero Hunger Strategic Review. The Blueprint aims to end hunger by implementing the ZHRM and expanding food safety net programmes, such as the national urban safety net initiative and school feeding. Moreover, in implementing the national development agenda, Namibia is working toward the realization of the African Union Agenda 2063 and the SADC Regional Indicative Strategic Development Plan (RISDP).⁸⁷

30. Namibia completed two Voluntary National Reviews (VNRs) in 2018 and 2021. The VNR is a process through which countries assess and present national progress made in implementing the 2030 Agenda. The first VNR targeted a selected number of the United Nations Sustainable Development Goals (SDGs)⁸⁸ and the second VNR focused on the economic, social and environmental dimensions of the SDGs.⁸⁹ The second VNR concluded that progress on the SDGs requires integrating the SDGs into national development plans and strategies, and building partnerships across stakeholder groups to ensure ownership and sustainability.

International development assistance and humanitarian assistance

31. Despite Namibia's UMIC status, official development assistance (ODA) represents a sizeable contribution to the economy, accounting for between 1.1 percent and 1.6 percent of GDP and between 2.9 percent and 4.5 percent of central government expenditure in the period 2017–2020.⁹⁰

32. As shown in Figure 1, total ODA flows are variable across years. Over the period 2017–2020, which aligns with the evaluation scope, total net ODA added up to US\$ 674.2 million (an average of US\$ 168.6 million per year). Of this, development ODA accounted for the majority, with US\$ 606.6 million (average US\$ 165.1 million per year). Humanitarian or emergency development assistance over the period 2017–2022 totalled US\$ 15.5 million (average US\$ 2.6 million per year). Humanitarian assistance has risen significantly in recent years, especially in 2020. This is the result of the implementation of the drought response that also explains the third budget revision (BR03) to the CSP in 2019.

⁸² RON. 2021. MTEF.

⁸³ GRN. 2017. NDP5.

⁸⁴ GRN. 2016a. *Harambee Prosperity Plan I*.

⁸⁵ GRN. 2021a. *Harambee Prosperity Plan II 2021–2025*.

⁸⁶ RON. 2016. *Blueprint on Wealth Redistribution and Poverty Eradication Action Plan*. May. WFP NACO. 2021c. *Strategic Framework for the delivery of Action Plan to Accelerate the Journey Towards Zero Hunger in Namibia, 2021–2023*.

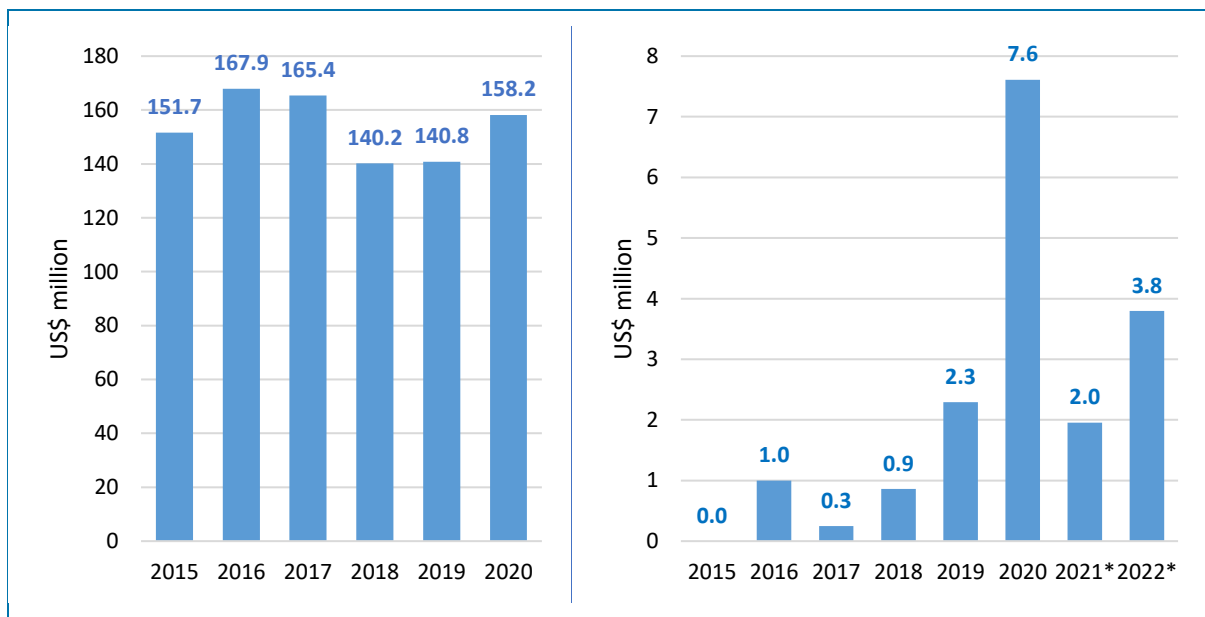
⁸⁷ SADC. 2020. *SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030*.

⁸⁸ OPM. 2018b. National Planning Commission. *Voluntary National Review 2018*.

⁸⁹ OPM. 2021. National Planning Commission. *Namibia's Second Voluntary National Review Report on the Implementation of the Sustainable Development Goals Towards Agenda 2030*.

⁹⁰ World Bank. 2022b. ODA data from the OECD Stats. GDP and ODA in percent of central government expense data from the World Bank data. <https://data.worldbank.org/>.

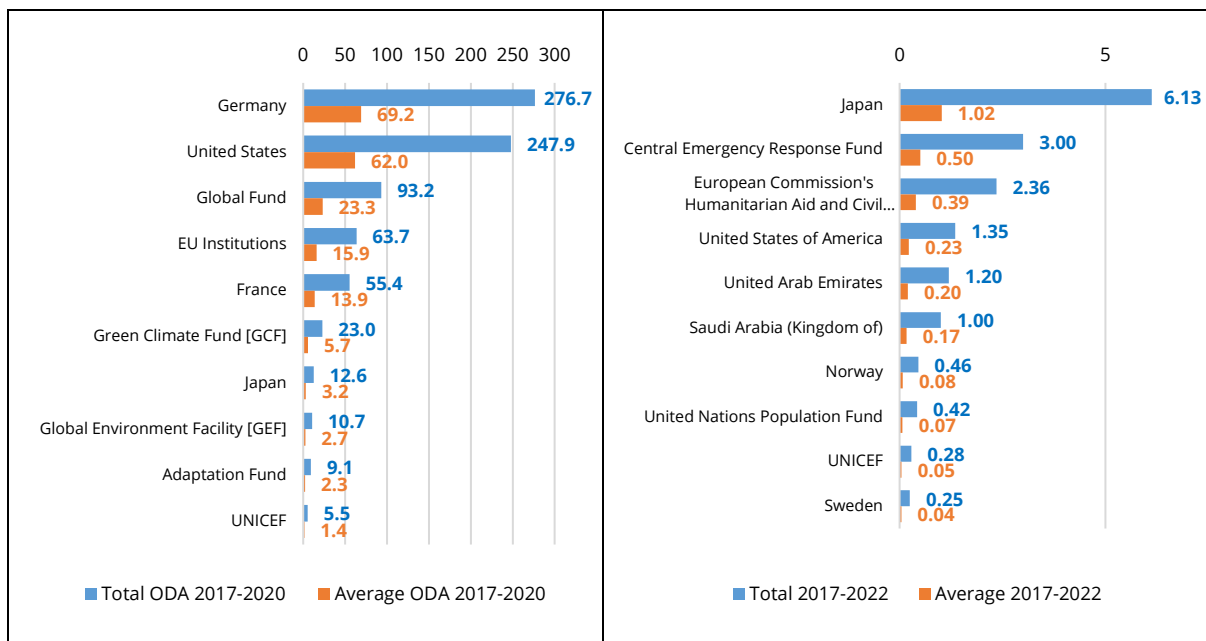
Figure 1 ODA flows to Namibia 2015–2022, gross ODA in US\$ millions constant 2020 (left) and humanitarian ODA in US\$ million current (right)



Source: OECD Stat, 6 August 2022 & OCHA FTS database, 14 November 2022. * No OECD data available.

33. Figure 2 shows the top ten development and humanitarian donors. The largest development donors over the period 2017–2020 were the United States of America, France, Germany, the Global Fund to Fight AIDS, Tuberculosis and Malaria, and European Union institutions. Development ODA was predominantly allocated (Figure 3) to social infrastructure and services (59 percent); followed by economic infrastructure and services (22 percent); multi-sector, including environmental protection (13 percent); and the productive sector, including agriculture, forestry and fishing (6 percent). Approximately 57 percent of all funds allocated to the social infrastructure sector went to population policies and reproductive health. Education (19 percent) and health (12 percent) absorbed most of the remaining funds. Within economic infrastructure development, ODA targeted transport and storage infrastructure (35 percent), banking and the financial sector (31 percent), and energy (24 percent). In the productive sector, most of the funds went to agriculture (86 percent). The largest humanitarian assistance donors over the period 2017–2022 were Japan, the United Nations Central Emergency Response Fund (CERF), European Union institutions, the United States of America and the United Arab Emirates.

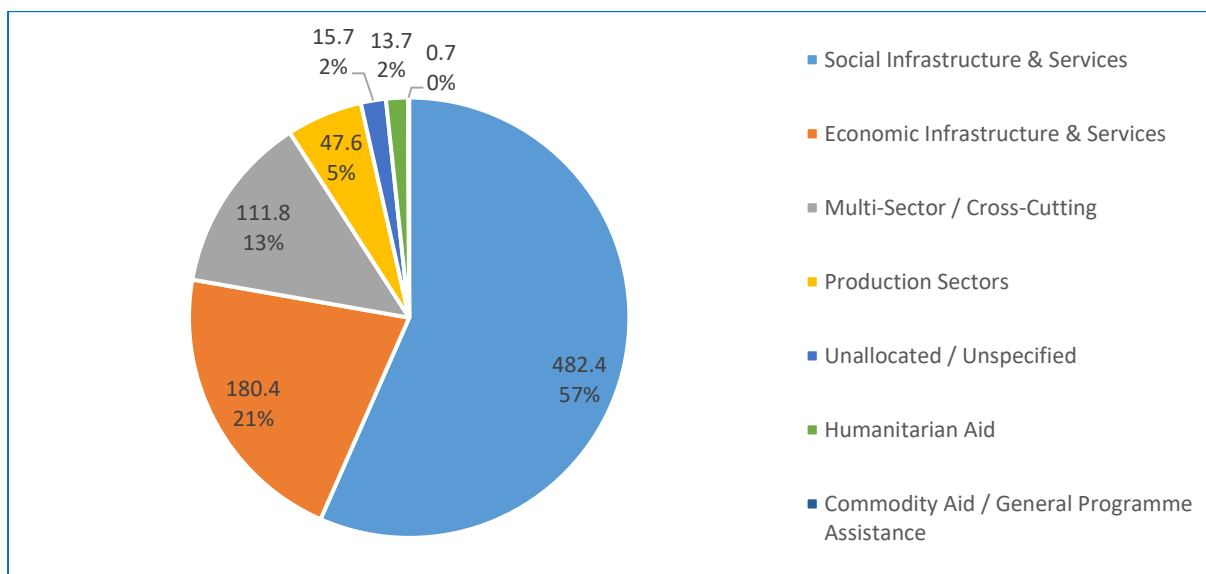
Figure 2 Namibia top ten development (left) and humanitarian (right) donors 2017–2022, cumulative US\$ million current



Source: OECD Stat, 6 August 2022

Source: OCHA FTS, 14 November 2022

Figure 3 Namibia ODA breakdown per economic sector 2017–2020



Source: OECD Stat, 6 August 2022

The United Nations Partnership Framework (2019–2023)

34. The United Nations Partnership Framework (UNPAF) covers the period 2019–2023.⁹¹ Estimated resources for the implementation of the UNPAF are US\$ 36.1 million, out of which US\$ 23.2 million have been made available (64 percent).⁹² The UNPAF represents a commitment between the Government and the United Nations Development System in Namibia to work in partnership to support the realization of Namibia’s development objectives, embodied in NDP5, as well as HPP, the Blueprint for Wealth Redistribution and Poverty Eradication and the realization of Namibia’s Vision 2030. The UNPAF is closely aligned with NDP5 and it is structured around four of the NDP5’s main result areas:

- economic progression;
- social transformation;
- environmental sustainability; and
- good governance.

35. The UNPAF 2019–2023 builds on a previous framework (UNPAF 2014–2018).⁹³ The UNPAF 2014–2018 adopted an appropriate approach for a UMIC context. It focused on “supporting the development of the capacities of national institutions; fostering multi-disciplinary approaches to development; strengthening knowledge generation and management; promoting standards, norms and accountability mechanisms; and providing high quality technical expertise and policy advice”.⁹⁴

36. In early 2021, the United Nations System in Namibia commissioned the COVID-19 Socio-Economic Recovery Plan (SERP), with the aim of contributing to Namibia’s response to and recovery from the pandemic. Building on the Socio-Economic Impact Assessment that preceded the SERP, the defined interventions are based on five strategic pillars: (i) protecting health services and systems; (ii) protecting people; (iii) economic recovery; (iv) macroeconomic response and multilateral collaboration; and (v) social cohesion and community resilience.⁹⁵ Total funding requirements for Namibia were US\$ 20 million, of which US\$ 6.5 million had been funded as of the end of 2020.⁹⁶

1.3. SUBJECT BEING EVALUATED

Background

37. Since WFP was first present in Namibia in 1990, it has predominantly worked to strengthen government capacity. In times of need, this work has been supplemented by assistance programmes specifically targeted at external shocks.

38. Support to the Namibian School Feeding Programme (NSFP)⁹⁷ was an early part of WFP engagement and has continued to be a significant priority over time. The early years of WFP involvement saw WFP directly engaged in delivery of meals to schools. With time, WFP moved to a support role and in 1996 the Government took over the responsibility for implementing the NSFP. However, a severe drought in the country’s northern region led to WFP re-engaging in direct implementation in 1999 through a six-month feeding operation targeting 16,000 primary school children.⁹⁸ In 2012, following a request from the Government, WFP also re-engaged with the NSFP at the technical level. It supported the development of a

⁹¹ A decision has been made by the UNCT to extend the UNPAF to 2024.

⁹² See: UNINFO. 2022a. Namibia. <https://uninfo.org/location/104/unct-overview>. Accessed 27 July 2022.

⁹³ UN Namibia. 2018. *United Nations Partnership Framework (UNPAF) 2019–2023. A Partnership for the Eradication of Poverty and Inequality*. December.

⁹⁴ Ibid. p. XIII.

⁹⁵ UN Namibia. 2021b. *UN Socioeconomic Recovery Plan 2020*. June.

⁹⁶ UN Namibia. 2021a. *2020 Country Annual Results Report: Namibia*. October.

⁹⁷ MOEAC. 2020b. Decentralized Evaluation of Namibia National School Feeding Programme 2012–2018. *Evaluation Report* (Volume 1). February.

⁹⁸ RON. 2012. *The Namibian School Feeding Programme. A Case Study*. September.

monitoring and evaluation (M&E) plan and the School Feeding Policy and contributed to the World Bank's Systems Approach for Better Education Results (SABER) released in 2015.⁹⁹

39. In 2015–2016, WFP implemented one aspect of the Regional El Niño Preparedness for Southern Africa operation in Namibia.¹⁰⁰ The operation focused on collecting data to monitor the situation and helped to build preparedness at the country level to deal with the effects of the 2016–2017 lean season.

Strategic focus

40. The CSP design process started in 2016, making it one of the earliest countries to engage in a comprehensive country planning process (Namibia was one of the Wave 1b CSP countries),¹⁰¹ with the development of the Namibia Zero Hunger Strategic Review (ZHSR), a process that was led by the Government at the highest level and to which WFP provided technical and financial support.¹⁰² The design of the CSP is discussed in section 2 under EQ1.

41. The first Namibia WFP CSP, for 2017–2022, was approved by the WFP Executive Board in June 2017. The CSP supports the achievement of SDGs 2 and 17 through WFP Strategic Result 1 (everyone has access to food), Strategic Result 4 (food systems are sustainable), 5 (capacity strengthening) and 6 (enhance global partnerships), and also contributes to the achievement of SDG 4 on quality education. Activities are implemented in partnership with the Government, the United Nations System and other development partners, including private sector organizations. The original CSP had two strategic outcomes (SOs) and four activities (see Table 1, which shows which SOs and activities were part of the original 2017 CSP and which were introduced by later budget revisions (BRs)). The Line of Sight aims at showing how resources deployed by WFP translate into results achieved,¹⁰³ and the CSP also included a logical framework with some high-level assumptions. The evaluation team reconstructed the theory of change (ToC) during the evaluation (see Annex II). As explained in section 1.4, the reconstructed ToC informed the evaluation matrix. It also helped to structure the findings and conclusions of this evaluation.

Table 1 Namibia CSP 2017–2024. Overview of strategic outcomes, activities and focus areas

Strategic outcomes	Activities	Focus area	SO/ Activity introduction	Modality
SO1: Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year	Activity 1: Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes	Root causes	CSP (2017)	Capacity strengthening
	Activity 2: Provide capacity strengthening and technical assistance to the government entities responsible for school feeding	Root causes	CSP (2017)	Capacity strengthening
	Activity 6: Provide technical support to government entities responsible for nutrition programmes	Root causes	BR05 (2021)	Capacity strengthening

⁹⁹ World Bank. 2015a. *Namibia School Feeding: SABER Country Report 2015*. Washington, D.C..

¹⁰⁰ WFP RBJ. 2016. *El Niño Preparedness for Southern Africa, Standard Project Report 2016*. Republic of South Africa.

¹⁰¹ WFP. 2018. *Strategic Evaluation of the WFP Country Strategic Plan Pilots. Evaluation Report*. September.

¹⁰² WFP NACO. 2021c. Framework Zero Hunger.

¹⁰³ WFP. 2016. "Policy on Country Strategic Plans". Executive Board, Second Regular Session. Rome, 14–18 November 2016. WFP/EB.2/2016/4-C/1/Rev. <https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286746.pdf>. Accessed 11 September 2023.

Strategic outcomes	Activities	Focus area	SO/ Activity introduction	Modality
SO2: Government policy dialogue and programme design in Namibia are informed by enhanced evidence and knowledge of hunger issues throughout the NDP5 period	Activity 3: Provide capacity strengthening to government entities involved in hunger-related policy and programming	Resilience building	CSP (2017)	Capacity strengthening
	Activity 4: Provide technical assistance to the Ministry of Poverty Eradication and Social Welfare and partners involved in implementation of the ZHRM	Resilience building	CSP (2017)	Capacity strengthening
SO3: Targeted food-insecure households affected by climatic shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises	Activity 5: Provide food assistance to vulnerable people affected by shocks	Crisis response	BR03 (2019)	Food transfers, cash-based transfers and capacity strengthening
SO4: Government institutions in Namibia have capacity to conduct analysis that supports planning aimed at achieving transformative and resilient food systems by the end of 2023	Activity 7: Support government entities to strengthen food systems in the country	Resilience building	BR05 (2021)	Capacity strengthening
SO5: Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise throughout the CSP period	Activity 8: Support government and development partners with supply chain and digital services and expertise	Resilience building	BR05 (2021)	Service delivery

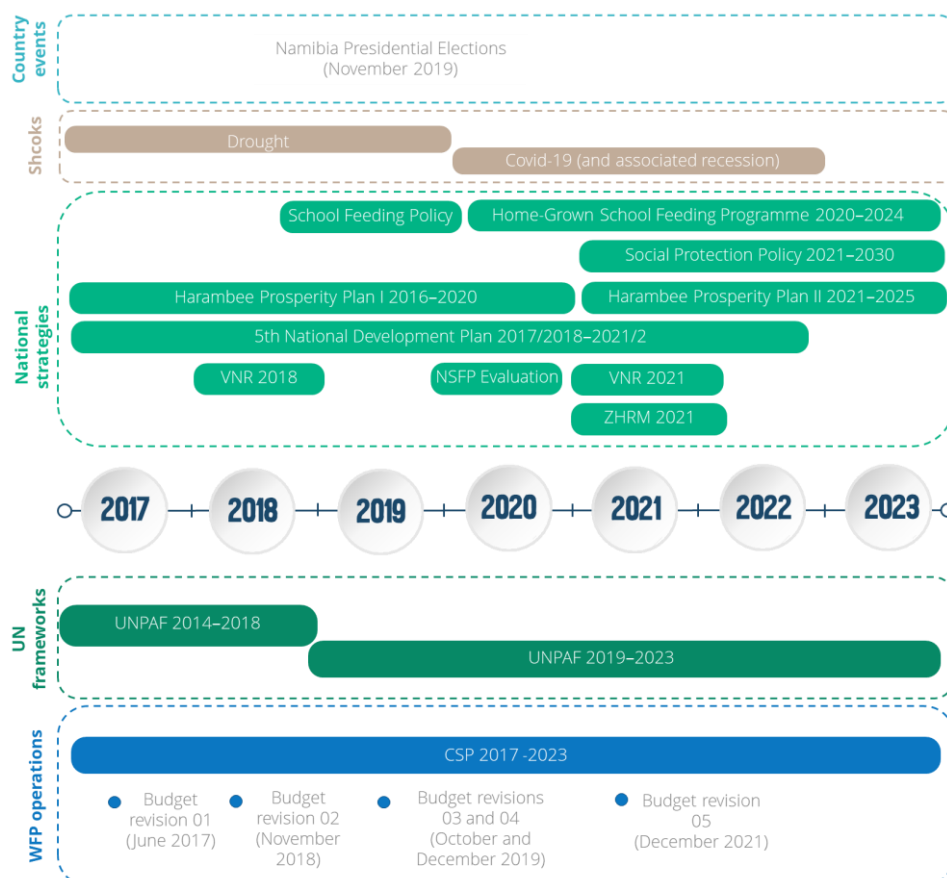
Source: CSP Namibia 2017–2023 and BR03, BR04 and BR05

42. The CSP builds on the WFP Strategic Plan and Corporate Results Framework and SOs are framed around the focus areas of resilience building, root causes and crisis response (see Table 1). As of July 2022, the CSP has been structured across five strategic outcomes and eight activities. As illustrated in Table 1, the original CSP had two SOs and four activities. The CSP has been subject to five BRs since it was approved in 2017¹⁰⁴ (see Table 1 and Figure 4). BR01 was related to the rate of the indirect support costs (a global change in the rate that affected all country offices). BR02 in 2018 modified Activity 2 in order to support the Government in supply chain management with a slight budget increase. A more significant change arrived with BR03 in 2019 and the introduction of SO3 and Activity 5 in response to the drought affecting the country. BR04 in the same year expanded the coverage of Activity 5 to people on ART. BR05 is the most significant change to

¹⁰⁴ The CSP was again extended to December 2024 to align with the UNPAF cycle through budget revision 06, which also increased the budget to US\$ 51,187 billion. The budget revision was approved in June 2023 and hence was not part of the evaluation scope.

date and was introduced in response to a 2020 in-country multi-stakeholder consultation on the role of WFP; it sought to reposition WFP in relation to the country context and needs.¹⁰⁵ BR05 introduced two new SOs (SO4 on food systems and SO5 on supply chain and digital services). It also expanded Activity 5 and extended the CSP until December 2023 to align the CSP cycle with that of the UNPAF. The focus of the CSP was essentially developmental at the design stage but has shifted in line with contextual factors and needs to include some humanitarian aspects, while the peace situation has remained stable. As described in the next section, the modes of engagement have also adapted in line with the changes in the CSP.

Figure 4 Evolution of the CSP and changes in the external context 2017–2023



Source: CSPE Namibia ToR (2022)

43. The Namibia CSP 2017–2024 is expected to integrate gender across all different activities in line with the WFP Strategic Plan (2017–2021) and the Gender Policy (2015–2020).¹⁰⁶ All annual country reports (ACRs) include some form of reporting on gender, including data. WFP also started reporting on other cross-cutting issues in the ACR 2020. The quality of reporting is explored in more detail in Section 2 (EQ2).

Modes of engagement and geographic presence

44. The CSP has a strong focus on CCS. Out of the eight activities, six are exclusively focused on capacity strengthening as the delivery modality and one includes a capacity-strengthening component (Activity 5). Activity 8 focuses on service delivery, but it also contributes to strengthening government capacity – for example, through support to the digitalization of government information systems. The Government is the main target of CCS activities. During implementation, WFP has worked with different partners, including

¹⁰⁵ WFP NACO. 2021c. Framework Zero Hunger.

¹⁰⁶ WFP. 2017b. *Namibia Country Strategic Plan 2017–2022*. WFP/EB.A/2017/8-A/4. 5 June.

NGOs, the private sector and academia. Activity 5, introduced in response to the drought, is the only one that includes transfers – in the form of food assistance initially and cash-based transfers (CBT) later on.

45. The CSP document is the main reference point for understanding the WFP approach to CCS in Namibia. Recommendations from the ZHSR and engagement with government counterparts in Namibia indicated “a need for continued and enhanced technical assistance to support the Government in designing and implementing effective and gender-transformative food and nutrition security programmes”.¹⁰⁷ The contribution of the ZHSR to the CSP design is explored in more detail in section 2 under EQ1.

46. While WFP only has one office in Namibia, it is implementing activities in all 14 regions of the country (see Figure 5). A more comprehensive list of individual activities per region and year of implementation is shown in Annex V. In general terms, the presence of WFP on the ground has expanded significantly during CSP implementation. The first expansion came with BR03 and BR04 (crisis response). A more significant one followed with BR05 and the introduction of the food systems and Home-Grown School Feeding (HGSF) pilots.

Figure 5 Summary map of WFP country presence



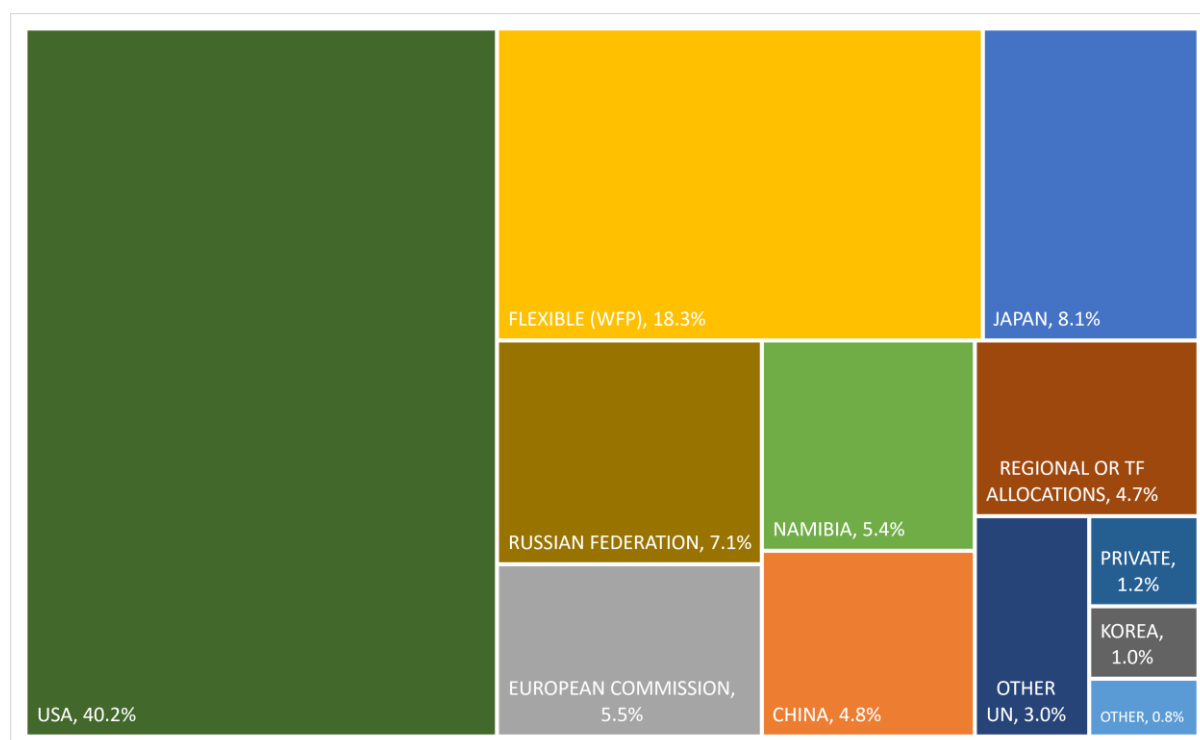
Source: WFP NACO and ACRs 2019–2021

¹⁰⁷ Ibid.

Funding and budget execution

47. The CSP needs-based plan (NBP) currently stands at US\$ 45,857,580, of which US\$ 20,997,561 or 45.8 percent has been funded by donors (allocated contributions).¹⁰⁸ Funding is highly concentrated in a small number of sources. Although the resource situation report records a total of 14 sources of funding,¹⁰⁹ including WFP centrally managed funding such as the Strategic Resource Allocation Committee contributions, just four sources account for 75 percent of funding (see Figure 6). The United States of America is the largest donor with 40.2 percent of total funding received to date, followed by WFP internal transfers (18.3 percent), Japan (8.1 percent) and the Russian Federation (7.1 percent). It is interesting to note that the Government has made three contributions to the CSP, totalling US\$ 1,134,369 (5.4 percent). The evaluation, especially EQ4.1, explores in more detail donor contributions and their effects on CSP implementation.

Figure 6 CSP Namibia main sources of funding



Source: Namibia resource situation, 31 October 2022

48. Most (78 percent) of the CSP contributions are earmarked at the activity level, with an additional 8 percent earmarked at the strategic outcome level. Flexible contributions (country level) account for 14 percent of allocated contributions. Earmarked funding is less flexible in the sense that it can only be spent within the activity or outcome for which it has been earmarked. Earmarking is discussed in more detail in EQ4.1.

49. When figures are broken down per activity (see Table 2), the activities with the best level of funding in relation to the NBP are: Activity 4 – “Provide technical assistance to the Ministry of Poverty Eradication and Social Welfare and partners involved in implementation of the Zero Hunger Road Map (ZHRM)” (102 percent funded); Activity 7 – “Support government entities to strengthen food systems in the country” (83 percent funded); and Activity 2 – “Provide capacity strengthening and technical assistance to the government entities responsible for school feeding” (74 percent funded). Other activities show funding levels between 0 percent (Activity 8 – “Support government and development partners with supply chain and digital

¹⁰⁸ WFP NACO. 2022b. *Country Strategic Plan (CSP) Namibia 2017–2023 Resource situation*. June.

¹⁰⁹ Ibid.

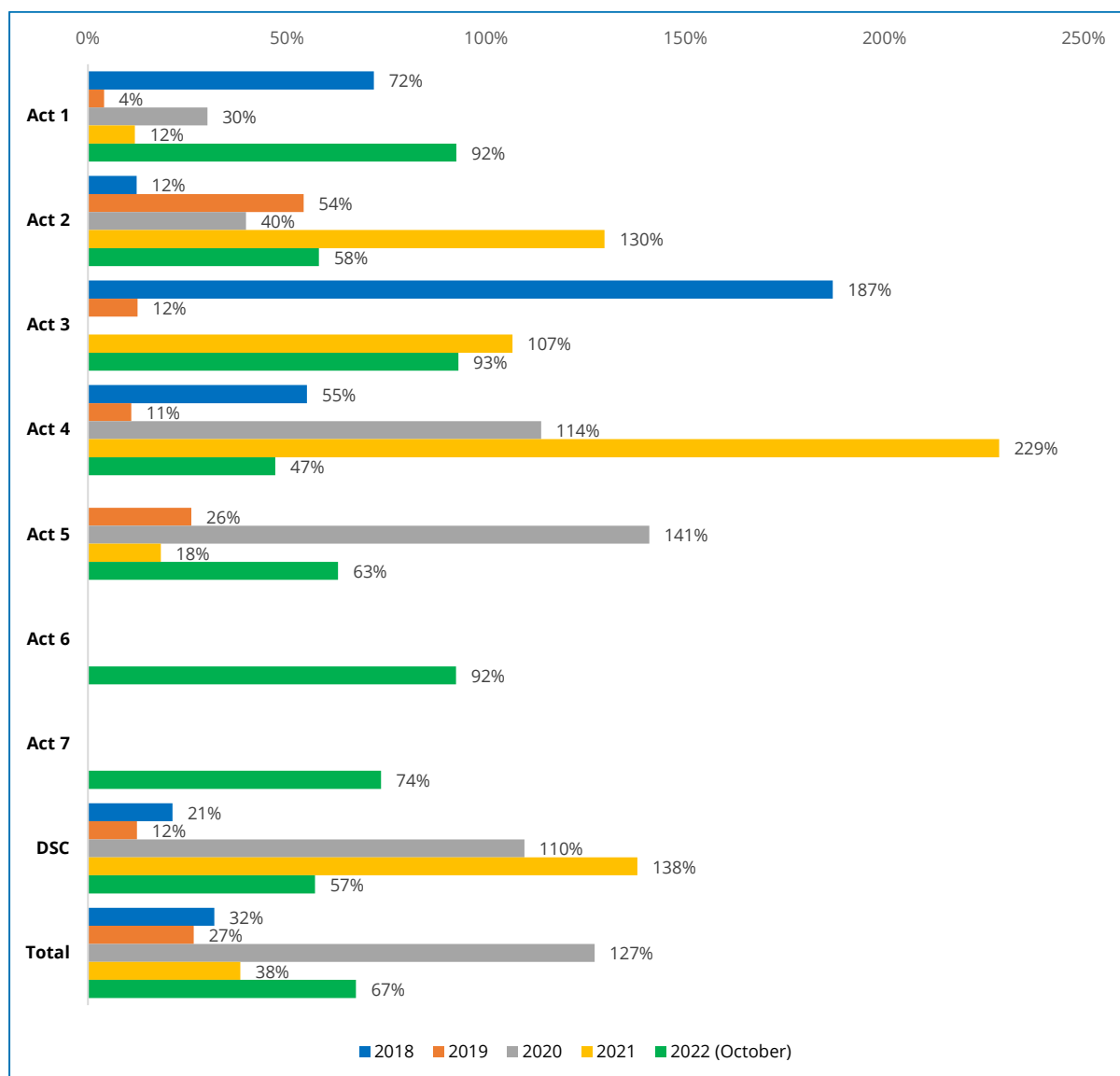
services and expertise”) and 55 percent (Activity 3 – “Provide capacity strengthening to government entities involved in hunger-related policy and programming”). Activity 1 has a funding level of 43 percent against the NBP. In the case of Activity 5, funding is 46 percent of the NBP.

Table 2 CSP Namibia cumulative financial overview

SO	Activity	NBP as per BR05	Allocated resources		Expenditure	
		US\$	US\$	Percentage of NBP	US\$	Percentage against allocated resources
SO1	Activity 1	1,269,746	540,053	43%	520,540	96%
	Activity 2	3,691,664	2,714,199	74%	2,236,307	82%
	Activity 6	1,414,352	361,911	26%	299,440	83%
	Total SO1	6,375,762	3,616,163	57%	3,056,287	85%
SO2	Activity 3	1,689,005	929,664	55%	907,342	98%
	Activity 4	746,283	759,504	102%	747,442	98%
	Total SO2	2,435,288	1,689,168	69%	1,654,784	98%
SO3	Activity 5	28,374,359	13,151,966	46%	12,660,414	96%
SO4	Activity 7	2,416,377	2,001,768	83%	1,288,813	64%
SO5	Activity 8	580,270	0	0%	0	0%
Non-specific			754			
Operational costs		40,182,056	20,459,819	51%	18,660,298	91%
Direct support costs		2,913,430	891,385	31%	795,001	89%
Total direct costs		43,095,486	21,351,204	50%	19,455,299	91%
Indirect support costs		2,762,094	988,908		—	
Grand total		45,857,580	22,340,112	49%	19,455,299	87%
Please note that for Expenditure, indirect support costs are not included in the grand total.						
Source: EV_CPB_Resources_Overview (extracted 31.10.2022)						

50. In terms of budget execution levels, Table 2 suggests that overall expenditure against allocated resources is quite high, except for Activity 7 (64 percent), which was introduced in 2021 and received its first contribution in 2022. However, when execution is broken down per year, important differences emerge. Figure 7 shows annual expenditure against the annual implementation plan for the period 2018 to October 2022. The year 2017 is not included because an implementation plan did not exist for the six months of the CSP implemented in 2017. Implementation plans are developed on a yearly basis, based on confirmed and expected funding with a significant degree of certainty. All activities show important differences in the actual expenditure rates versus the implementation plan, with significant over- or under-execution. Direct support costs (DSC), which represent a share of funding received, are slightly more stable. These figures are analysed in more detail in section 2 under EQ4.

Figure 7 CSP Namibia actual expenditure vs implementation plan 2018 to October 2022



Source: CPB-NA01 Plan vs Actuals Report_v2.1, 8 July 2022

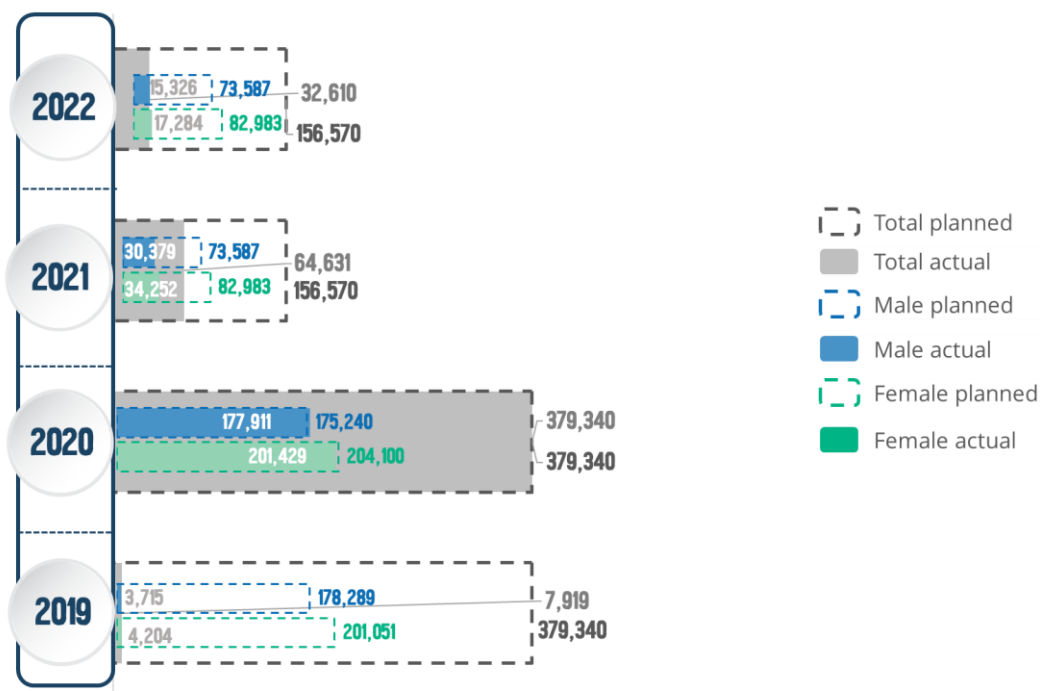
CSP implementation

51. As indicated in Table 1, SO1 includes Activities 1 and 2. Implementation of these two activities has been ongoing throughout the evaluation period. Activity 6 was introduced under SO1 in 2021 and implementation started in 2022. SO2 includes two activities: Activity 3 has been implemented throughout the evaluation period, while Activity 4 was discontinued in 2021 as the focus shifted towards food systems. SO3, including Activity 5, was introduced in 2019 and implementation continued in 2022, even if on a smaller scale when compared to the height of the droughts. SO4 (Activity 7) and SO5 (Activity 8) were introduced in 2021. Implementation of Activity 7 started in 2022. As of October 2022, the implementation of Activity 8 had not started.

52. Data on output and outcome indicators and other related issues are explored in the evaluability assessment and have been addressed in more detail in section 2 under EQ2 and EQ4. The original CSP did not have direct beneficiaries since WFP did not engage in distribution activities. Following BR03 in 2019, WFP started supporting beneficiaries with food, and in 2021, with cash transfers. The number of beneficiaries reached has been highly variable. According to the NBP, planned beneficiaries were 379,340 in 2019 and 2020, with women accounting for approximately 53 percent (see Figure 8). Planned beneficiaries in 2021 were lower at 156,570 (51 percent women). In 2019, WFP only reached a total of 7,919 beneficiaries

(out of which 4,204 were women). This figure represents 2.1 percent of the planned figure and is attributed to conflicting beneficiary data, which had to be cleaned before full-scale distribution.¹¹⁰ In 2020, figures presented in the ACR indicate that WFP reached all planned beneficiaries, although the final figure is slightly short of the target for women, with 201,429 women reached (98.7 percent of the target). At the same time, WFP reached slightly more men than planned, with a figure of 177,911 men as beneficiaries (101.5 percent of the target). In 2021, WFP switched support to cash transfers. The planned number of beneficiaries was not reached in 2021, with a total figure of 64,631 beneficiaries. WFP reached 34,252 women (41.3 percent of the planned figure) and 30,379 men (41.3 percent of the planned figure). In 2022, the planned number of beneficiaries was not reached. WFP reached 17,284 women (21 percent of the target) and 15,326 men (21 percent of the target).¹¹¹ A more detailed analysis of these figures is available in Section 2.

Figure 8 Namibia CSP beneficiaries by gender 2019–2022



Source: ACRs 2019, 2020, 2021 and 2022

1.4. EVALUATION METHODOLOGY, LIMITATIONS AND ETHICAL CONSIDERATIONS

53. This evaluation used a theory-based, mixed-methods approach. As a theory-based evaluation, it built on the reconstructed theory of change (ToC) and assumptions (see Annex II) to inform the final design of the evaluation matrix and data collection methods. The matrix built on the four standard evaluation questions (EQs) common to all Country Strategic Plan Evaluations (CSPEs). Sub-questions were adapted to the specific context and needs of the CSP in Namibia during the inception phase. The standards of the United Nations Evaluation Group (UNEG) and the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee evaluation criteria were integrated into the matrix, namely: relevance, efficiency, effectiveness, coherence and sustainability, as well as connectedness and coverage. Moreover, the matrix also integrated protection issues and accountability to affected populations.

¹¹⁰ WFP. 2020a. *Annual Country Report 2019*. p.15.

¹¹¹ WFP. 2022a. *Annual Country Report 2022*. The 2022 figures were added by the Office of Evaluation given the cut-off point of the data collection in October 2022.

54. The methodology was adapted to account for potential limitations identified in the evaluability assessment (see Annex IV), as well the nature of the CSP. In particular, a methodological approach was developed during the inception phase to explore the contribution of WFP to CCS in Namibia (see Annex II). This approach bridges across the CSP SOs and activities to capture WFP efforts across four thematic areas: (i) support to social safety nets; (ii) school feeding; (iii) disaster risk management (DRM); and (iv) food systems. Accordingly, these four areas inform the structure of some EQs, especially EQ2.1. The CCS approach combines a mapping exercise with a conceptual framework to explore questions related to the organizational readiness of WFP to design and implement CCS interventions. Specific questions emerging from the conceptual framework were integrated into the evaluation matrix and informed by the CCS mapping. Finally, the methodology and data collection tools were informed by the ethical considerations and potential risks identified in the Inception Report (see Annex II).

55. Data collection tools included:

- **Document review:** An e-library was built with all relevant documents. Individual team members were assigned certain areas of responsibility matching the four CCS thematic areas and were responsible for reviewing documents in relation to these areas. Other documents outside of these areas were also reviewed by the team.
- **Processing and analysis of secondary quantitative data from WFP:** Monitoring (CSP indicators), financial flows (grants and budget), pipeline, logistic operations, distribution reports, beneficiaries, country office human resources, country office key performance indicators (KPIs) etc.
- **Semi-structured interviews and focus group discussions:** The stakeholder analysis conducted during the inception phase guided the consultation strategy for the evaluation. During the evaluation process, key informant interviews (KIIs) were held with 133 people (female 40%, male 60%). Focus group discussions (FGDs) were organized with beneficiaries of WFP activities during the field visits to gain insights into the views and perceptions of different groups of beneficiaries. 281 Beneficiaries (Female 47%, Male 53%)). During the data collection mission, two teams spent five to six days visiting projects in six regions to collect evidence from beneficiaries of WFP activities and regional authorities. Data collected from the field are presented in Section 2 and summarized in Annex VII.
- **Direct observation:** Observation took place of HGSF and food systems activities (Annex VII).
- **Four workshops with WFP staff:** These were organized to validate the results of the mapping for the four different CCS areas developed by the team.

56. Annex II provides further information on the methodology, as well as the evaluation's approach to data analysis, triangulation and quality assurance.

57. Despite the team's best efforts and the mitigation measures identified during inception, the team experienced certain limitations during the evaluation process. CSP M&E and knowledge management limitations included:

- Indicators in the WFP Corporate Results Framework (CRF) do not always adequately capture the outcomes, especially in the area of CCS. This limitation was mitigated through the CCS approach developed for the evaluation.
- M&E plans were not always integrated in the design of CSP activities. As a result, limited data on performance was collected during implementation. Partial mitigation was possible through the measures described in the following point.
- In most areas of CSP implementation the evaluation team faced significant gaps in relation to project documentation and reporting. During data collection the evaluation team sought to address gaps in primary data collection through interviews with previous staff, field work and implementing partners' records, but these measures were only able to partially compensate for the gaps in data and information. Where such gaps continued to be substantial and affect the evaluation team's ability to exercise evaluative judgement, this is mentioned in the relevant sections of this report.

58. High staff turnover and limited institutional memory compounded the challenges described above in relation to evaluating early CSP activities. Partial mitigation was possible through interviews and document requests to activity stakeholders and by interviewing staff who had moved to other country offices.

59. The team could only visit a sample of all active and past projects and beneficiaries, due to time and resource constraints. While the field visits allowed the team to capture a wealth of data, they might not provide a full representation of WFP's performance. Triangulation of field observations was used to validate data collected in the field. A more detailed list of limitations related to the field visits are described in Annex VIII

2. Evaluation findings

EQ1: TO WHAT EXTENT IS THE CSP EVIDENCE-BASED AND STRATEGICALLY FOCUSED TO ADDRESS THE NEEDS OF THE MOST VULNERABLE?

EQ1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, food security and nutrition issues, analysis of gender, equity and inclusion challenges/considerations, and environmental priorities, and analysis of priorities in national capacity to ensure its relevance at design stage?

Finding 1.1: The WFP design was relevant in relation to needs and comprehensively drew on available evidence in areas such as gender, equity, inclusion, environment and national capacity. Budget revisions allowed for adjustments in implementation and were also informed by evidence of evolving needs, thereby ensuring the continued relevance of WFP's work.

60. The CSP design process started in 2016, making it one of the earlier countries to engage in a comprehensive country planning process. The process was led by the Government at the highest level and received technical and financial support from WFP.¹²⁹ The Namibia Zero Hunger Strategic Review (ZHSR) – a participatory exercise with partners – informed the design of the CSP.

61. The ZHSR comprehensively drew on available evidence to identify priorities for CSP programming. It used data from the Demographic Health Survey, food security assessments and the Namibia Statistics Agency, among other sources. The consultative process and analysis of available information led to the identification of institutional gaps and challenges in the following areas:¹³⁰ (i) lack of a coherent policy framework; (ii) capacity constraints; (iii) weak evidence, monitoring and evaluation; (iv) fragmented social programmes; and (v) weak coordination. In line with these challenges the CSP identifies the following as priorities:¹³¹

- provide demand-driven support for the enhancement of national systems and programmes;
- generate knowledge to inform policy dialogue and reform, and programme design and implementation;
- support coordination and advocacy;
- promote and facilitate South–South and triangular cooperation;
- strengthen individual capacities through training and other modalities; and
- promote the generation of sex- and age-disaggregated data, participatory gender analysis and capacity strengthening on gender analysis and gender-transformative approaches.

62. During CSP implementation, changes have taken place to WFP's programming and implementation to ensure the continued relevance of WFP's operations and responsiveness to evolving and new needs. Budget revisions (BRs) have been the main instrument for changes to the CSP. Analysis by the evaluation team highlights that BRs have comprehensively drawn on data and needs assessments relevant to the specific issues that were being proposed. For example, BR03 (October 2019) introduced a new strategic outcome (SO) and a new Activity 5 with a focus on food assistance to vulnerable populations affected by droughts. The change was motivated by evidence showing that the overall food security situation had deteriorated across the country since 2016 and that government funding could only meet 14 percent of the recommended ration under the drought food assistance programme.¹³² In a similar vein, BR03 identified the regions of Kavango East and Kavango West as the most affected by food security challenges, based on

¹²⁹ WFP NACO. 2021c. Framework Zero Hunger.

¹³⁰ RON. 2017b. *Namibia Zero Hunger Strategic Review Report*.

¹³¹ WFP. 2017b. CSP. pp. 10–11.

¹³² WFP NACO. 2019c. *Country Strategic Plan Revision 03*. October. pp. 1–2.

priorities of the Government and the United Nations' integrated response plan.¹³³ BR04 (November 2019) was introduced just one month after BR03 to expand food assistance and cover HIV-positive patients on antiretroviral therapy (ART) in eight regions. Evidence indicates that ART patients became a priority within the drought response following funding opportunities from the United States President's Emergency Plan for AIDS Relief (PEPFAR).¹³⁴ Limited institutional memory makes it difficult to reach a firmer conclusion.

63. BR05 was introduced in December 2021. It expanded the number of cash-based transfer (CBT) beneficiaries and introduced two new SOs with one activity each: SO4, Activity 7 – "Support government entities to strengthen food systems in the country"; and SO5, Activity 8 – "Support government and development partners with supply chain and digital services and expertise". Data from the July 2020 Integrated Food Security Phase Classification (IPC) assessment and data related to the impact of COVID-19 formed the basis for the decision to increase CBT beneficiaries. BR05¹³⁵ also drew on two studies supported by WFP: the Cost of Hunger in Africa (COHA) and Fill the Nutrient Gap (FNG).¹³⁶ The two studies provided additional evidence, and identified underlying factors contributing to the country's food and nutrition security situation. Together with the high-level consultation meeting organized by the Government of Namibia in December 2020 to discuss ways to accelerate progress towards zero hunger by 2030,¹³⁷ these two reports underpin the shift towards food systems reflected in the additional SOs/activities, as well as the type of projects implemented under existing CSP activities. Interviews with beneficiaries of distribution activities (both social protection and emergency), as well as food systems projects, indicate that interventions were relevant to their needs. Interviews were conducted with beneficiaries of WFP in the period 2020–2022.

64. Priorities in terms of national capacity strengthening were less systematically identified, a gap that was also recognized in the 2019 CSP Mid-Term Review (MTR), which concluded that evidence had not consistently informed the design of interventions implemented by the country office.¹³⁸ In the domain of national capacity strengthening, the MTR recommended "completing a Capacity Needs Mapping exercise [...] to engage with stakeholders and partners and define a clear direction forward for the CSP".¹³⁹ This recommendation was not followed up, but WFP did identify some capacity gaps through joint research reports (e.g. COHA or FNG) that were subsequently used to inform BR05.

65. Data on gender has been used in the CSP document as well as a number of the budget revisions (e.g. BR03). However, it is not clear how the data have been used to inform the design of the activities conducted under the CSP. BR04 provides the clearest example of how vulnerability and inclusion aspects (HIV patients) were integrated in the CSP. The design of Activity 1 (social safety nets) also aligns well with some exclusion and capacity gaps in government systems identified in the NDP5 (see under EQ1.2). Other aspects such as the environment have a limited presence in the CSP design and subsequent revisions.

EQ1.2 To what extent is the CSP aligned with priorities of the Government of Namibia, including those expressed in national policies and plans, and with the SDGs?

Finding 1.2: The CSP is well aligned with the priorities of the Government of Namibia in the areas of school feeding, disaster risk management, food and nutrition security, and social protection. The CSP is also well aligned with the United Nations Sustainable Development Goals (SDGs). The focus of WFP interventions evolved over time in response to changes in government policies and priorities, including through a stronger focus on food systems, thus ensuring continued alignment.

66. The CSP includes appropriate attention to school feeding (SF), which has been a government priority in the education sector since Independence. The Namibian School Feeding Programme (NSFP) has been run

¹³³ Ibid.

¹³⁴ WFP received two grants from PEPFAR: US\$ 657,000 in 2019 and US\$ 4.9 million in 2020.

¹³⁵ WFP NACO. 2021b. *Country Strategic Plan Revision 05*. February.

¹³⁶ WFP NACO. 2021. *Fill the Nutrient Gap Namibia*.

¹³⁷ WFP NACO. 2021c. *Framework Zero Hunger*.

¹³⁸ WFP NACO. 2019b. *Country Strategic Plan Mid-term Review Report*. November. p. 97.

¹³⁹ Ibid. p. 97.

by the Government since 1996, with WFP providing support at different stages. The 5th National Development Plan (NDP5) proposes to 'Reform and expand school feeding programme'.¹⁴⁰ Moreover, NDP5 contains provisions to expand school feeding to early childhood development (ECD) programmes. Harambee Prosperity Plan II (HPP2) reinforces this message by proposing to "maintain the School Feeding Programme, improve nutritional value of meals and extend the Programme to Secondary and ECD Centres, based on needs assessment, by the end of the HPP2 period".¹⁴¹ The NSFP is governed by the 2019 School Feeding Policy.¹⁴²

67. Improving disaster risk governance is a priority in the NDP5 and included in the Social Protection section under the Plan's Social Transformation pillar.¹⁴³ WFP's response to the droughts corresponds to government priorities by responding to the needs identified through vulnerability analysis and other data (see under EQ1.1). BR03 and BR04 were a direct response to the Drought Disaster Appeal for Assistance and the State of Emergency declared by the Government of Namibia in May 2019.

68. WFP support to social safety nets corresponds to the Social Transformation pillar in NDP5¹⁴⁴ and as such is aligned with government priorities. The analysis in the NDP5 highlights issues of exclusion, coverage and beneficiary registration and management, which have been part of the WFP support under the CSP. The HPP2 prioritizes transitioning some social safety nets from food distribution to CBT and to improving information management systems.¹⁴⁵ These and other government priorities are developed in the Social Protection Policy¹⁴⁶ and are integrated in the CSP priorities.

69. Government priorities in the area of food and nutrition security have evolved over time. Initially, WFP built its engagement around the Namibia ZHSR and the Zero Hunger Road Map (ZHRM) 2016–2020.¹⁴⁷ Food security and agriculture is also a focus area within the Economic Progression pillar of the NDP5.¹⁴⁸ The HPP2 proposes some actions in relation to agriculture and food security.¹⁴⁹ In 2021, the Government of Namibia developed a more integrated approach to food and nutrition security with the Revised National Food and Nutrition Security Policy¹⁵⁰ to which WFP provided technical support. Upon approval, this policy subsumed existing priorities in relation to the Zero Hunger Road Map. This new policy, together with the high-level consultation meeting organized by the Government of Namibia in December 2020,¹⁵¹ underpins the increased focus on food systems introduced in the CSP in 2021 with BR05.

70. Documentary analysis by the evaluation team highlights that WFP's work contributes to a range of different SDGs, which constitute important priorities for the Government of Namibia. While the WFP Line of Sight is designed around contribution to SDGs 2 and 17, the work of WFP in Namibia also contributes to other SDGs. WFP is active in three of the four pillars in the United Nations Partnership Framework (UNPAF). These pillars are linked to multiple SDGs (see Table 3). Activities in the area of food security, nutrition and food systems (Activities 6, 3, 4 and 7) are also connected to resilience strategies (SDG 11, SDG 13) and health (SDG 3). WFP is also active in relation to social safety nets (Activity 1), which fall under SDG 1, and school feeding (Activity 2), which has implications for SDG 4. Moreover, by targeting or working with vulnerable populations and mainstreaming gender, WFP activities are also expected to help reduce inequalities (SDG 5).

¹⁴⁰ GRN. 2017. NDP5. p. 58.

¹⁴¹ GRN. 2021a. HPP2. p. 45.

¹⁴² MOEAC. 2019b. *Namibia School Feeding Policy Implementation Action Plan (2019–2024)*.

¹⁴³ GRN. 2017. NDP5. pp. 52–54.

¹⁴⁴ Ibid. pp. 52–53.

¹⁴⁵ GRN. 2021a. HPP2. p. 89.

¹⁴⁶ GRN. 2021b. SP Policy.

¹⁴⁷ GRN. 2016b. *Namibia Zero Hunger Road Map (2016–2020)*.

¹⁴⁸ GRN. 2017. NDP5. pp. 20–23.

¹⁴⁹ GRN, 2021a. HPP2. p. 44.

¹⁵⁰ GRN. 2021c. Revised NFNSP.

¹⁵¹ WFP NACO. 2021c. Framework Zero Hunger.

Table 3 WFP participation in the UNPAF

UNPAF pillar	Related SDGs	WFP contribution
Economic Progression	1, 7, 8, 9, 10, 14, 17	Yes
Social Transformation	1, 2, 3, 4, 5, 6, 10, 16, 17	Yes
Environmental Sustainability	1, 2, 3, 10, 11, 12, 13, 14, 15, 17	Yes
Governance	1, 10, 16, 17	Not aligned with the CSP

Source: UNPAF 2019–2023

EQ1.3 To what extent is the CSP externally coherent and aligned with the wider United Nations and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?

Finding 1.3a: WFP priorities reflected in the CSP are aligned with those in the UNPAF. The CSP focuses on areas where external partners acknowledge that WFP has a strong comparative advantage. Alignment has been strengthened through WFP’s active participation in the United Nations country team (UNCT) working structures.

71. The design of the UNPAF 2019–2023 was heavily informed by the priorities of the NDP5. It uses the same four pillars to structure the contribution of the different United Nations agencies in the country. Results indicators and partners are also mapped at this level. As explained by the UNCT, adopting the same structure makes it easier when reporting the United Nations’ contribution to national development objectives.

72. Although the CSP was developed before the UNPAF, it is well aligned with the latter. As discussed under EQ1.2, the CSP is well aligned with government priorities and, by extension, it nests quite well under the UNPAF. Furthermore, WFP extended the CSP until December 2023 to align the CSP cycle with that of the UNPAF.¹⁵²

73. Alignment and coherence are also enhanced and actively pursued by WFP through its participation in the UNCT operational structures. According to the views of United Nations stakeholders, WFP actively participates in common working structures that involve all United Nations agencies (e.g. Programme Management Team, Operations Management Team). It also chairs the Results-Based Management Group and acts as the focal point for Emergency and Humanitarian Operations. Each pillar also has a working group where WFP participates. WFP participates in the pillars on Economic Progression and Social Transformation and chairs the pillar on Environmental Sustainability, as well as being active in the other two pillars. External interviewees indicate that WFP performs well as chair of the Environmental Sustainability pillar.

Finding 1.3b: The CSP activity areas reflect WFP’s acknowledged comparative advantages, as well as new areas of work that were introduced during implementation, in particular in the field of food systems. Under the CSP, WFP prioritizes appropriate strategic partnerships with government ministries for the implementation of capacity strengthening activities and with implementing partners in the context of distribution activities. New and more diverse partnerships, mostly with the private sector, were initiated following BR05 in order to deliver the CSP, but also to address strategic gaps in funding and capacity.

¹⁵² WFP. 2023. Budget revision 06. June. Both WFP and UNPAF cycles have now been extended to 2024, although the latter has not been formalized at the time of writing.

74. The CSP was built around WFP comparative advantages. The CSP highlights areas of mutual interest and collaboration with UNICEF, the World Health Organization (WHO) and the Food and Agriculture Organization (FAO), as well as the specific areas where the WFP contribution will be most meaningful.¹⁵³ Also, the CSP design is based on the ZHSR, a process in which other United Nations agencies were involved. Priority activities in the CSP reflect areas where WFP has a proven track record, such as disaster risk management (DRM) and Vulnerability Analysis and Mapping (VAM), monitoring and evaluation (M&E) procedures in certain areas (e.g. school feeding and distribution), nutrition, supply chain management, information systems development and distribution modalities (CBT/voucher roll-out).¹⁵⁴ Some areas of work under the CSP build on work that WFP had been doing in Namibia in the preceding period and reflect areas of work where WFP is acknowledged to have a major comparative advantage, such as school feeding. WFP is also acknowledged by external partners interviewed by the evaluation team for its specific expertise through its involvement in the drought response in 2019.

75. With a predominant focus on country capacity strengthening (CCS), the original CSP prioritized a range of partnerships at a high level in government. Key partnerships included direct engagement with the Office of the Prime Minister (OPM) for DRM, with the relevant directorates within the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW) for social safety nets, and a close relationship with the Ministry of Education, Arts and Culture (MOEAC) in the context of school feeding. Memoranda of Understanding (MoUs) were signed with those partners. Interviews indicate that these partnerships served well for the type of activities that WFP was undertaking by formalizing and providing stability to WFP interventions.

76. The introduction of emergency response and distribution activities in response to droughts (BR03) led to some adjustments in WFP's approach to strategic partnerships. WFP was able to adapt quickly to these changes. As proposed in BR03,¹⁵⁵ WFP built on the existing partnership with the OPM to coordinate the response. WFP also identified new partnerships with NGOs – the Namibian Red Cross and Catholic AIDS Action — and signed field-level agreements to support the implementation of distribution activities. These partnerships provided the capacity and staff required to reach beneficiary groups in target regions and were instrumental for WFP to be able to implement distribution activities.

77. In response to policy developments, triggered in part by the preparation of the Food Systems Summit (see EQ2.1), food systems and digitalization were added to the CSP in the form of new SOs through BR05. BR05 also brought a shift in the approach to existing activities, with less focus on supporting government in strengthening policies and strategies and an increased focus on pilot projects to test approaches and/or inform national policies (e.g. food systems projects).¹⁵⁶ WFP is investing a lot of effort in food systems work, which in this integrated sense is a new field for WFP in Namibia. Consequently, neither the CSP nor the BR can explicitly identify what WFP's comparative advantage is in the food systems field. Food systems is also an area where several other actors are present (e.g. FAO, United Nations Development Programme, GIZ). In this context, a clear and differentiated WFP contribution or role in food systems is yet to emerge. Ongoing food systems projects can help WFP define its specific contributions, provided it can capture the lessons from ongoing projects.

78. Since 2021, WFP has made significant efforts to develop partnerships to achieve CSP goals and deal with strategic challenges such as funding constraints and limited capacity. For example, WFP has developed a significant number of appropriate partnerships in the area of food systems in a short period. New MoUs have been signed with different actors, such as the Department of Namibian Correctional Services (NCS), regional councils (for the implementation of food systems projects), and a range of public and private sector actors. These partnerships are appropriate and relevant in view of the objectives WFP want to achieve. According to interviews with WFP staff, these partnerships should allow WFP to test different types of approaches. Moreover, the drive to build new partnerships also seeks to identify new and innovative sources of funding. As explained in more detail in EQ4.1, WFP has experienced funding constraints due to

¹⁵³ WFP. 2017b. CSP. p. 13.

¹⁵⁴ WFP NACO. 2019b. CSP MTR. p. 9.

¹⁵⁵ WFP. 2019a. *Country Strategic Plan Revision 03*. p.4.

¹⁵⁶ See also: WFP NACO. 2022d. *Namibia Private Sector Country Plan*. March.

the limited levels of funding available from development partners for UMICs. In the partnerships developed by the Namibia country office (NACO), the private sector also provides additional capacity by acting as a service provider for the implementation of food systems projects, project design and development (e.g. Lithon and Burmeister & Partners), or by helping to develop technological solutions (e.g. MTC and MobiPay). WFP's approach in Namibia aligns well with the pillars described in WFP's Private Sector Partnerships and Fundraising Strategy (2020–2025), especially in relation to the role of the private sector.¹⁵⁷

EQ1.4 To what extent is the CSP design internally coherent and does it articulate the WFP role and contributions in a realistic manner?

Finding 1.4: The original CSP provided a coherent structure for WFP interventions in Namibia and was built around a focus on CCS. It provided clarity about WFP objectives, activities and partners. During CSP implementation, there has been an expansion to new areas of work, to allow WFP's portfolio to adjust to context and evolving priorities. However, some degree of internal coherence has been lost with the increase in the number of CSP activities and SOs over time, given the context of funding limitations. WFP has been able to exploit synergies in some areas, although not consistently.

79. The original CSP provided a coherent framework for WFP activities in Namibia. It included a set of clearly identified activities, targets and partners, organized around two SOs and four activities with a clear focus on capacity strengthening, as illustrated in Table 1. Activity 1 focused on social safety nets and involved working with MGEPEWSW; Activity 2 focused on school feeding with MOEAC; Activity 3 was worded more flexibly but the main focus was on DRM with the OPM; Activity 4 was very specific about the outcomes of the Namibia ZHSR; and Activity 5 focused on the crisis response. The structure provided a clear framework for the different interventions, but activities tended to happen in silos with limited interconnection with other CSP areas before 2019. Annex V provides an overview of the interconnection between interventions under different activities over time.

80. As the context evolved, the CSP was revised and expanded. Between 2017 and 2021, the CSP was revised on four occasions with the number of SOs increasing from two to five and the number of activities doubling from four to eight, and with Activity 4 being discontinued at least in relation to the ZHRM.¹⁵⁸ Following these changes some types of interventions that were previously mainstreamed in the CSP (e.g. nutrition) or integrated within other activities (e.g. digital systems) became activity areas under existing or new SOs. The increase in the number of different activities, alongside funding restrictions and a lack of flexibility (earmarking at activity level – see EQ4.1), has contributed to increased fragmentation and a more siloed approach to implementation, a point that was confirmed in interviews.

81. WFP has been able to interlink different activities and exploit synergies in some areas, but not consistently. This has been most visible since 2019, when some interconnections appeared in the area of disaster risk management and response, driven by the start of the emergency response, which was coordinated by the Directorate of Disaster Risk Management under the coordination of the OPM. This is the same directorate that WFP had been working with to increase DRM capacity within the country. Another example is the interventions in the area of Social Protection, where policy work (under Activity 1) was complemented with a CBT pilot implemented under Activity 5. However, during CSP implementation, opportunities to create synergies were not consistently exploited. For example, WFP could have been more deliberate in linking food systems pilots with emergency response when interventions took place within the same community (see EQ 2.3). Another example is the case of market linkages between beneficiaries of food systems projects and Home-Grown School Feeding (HGSF) schools in their vicinity, as described in paragraphs 104 and 105. Interviews with stakeholders also indicate that synergies were not consistently considered when interventions were designed.

¹⁵⁷ WFP. 2019b. *Private-sector partnerships and fundraising strategy (2020–2025)*. Cooperation with the private sector, foundations and individuals for the achievement of zero hunger. p. 2.

¹⁵⁸ WFP NACO. 2021a. *Annual Country Report 2021*.

EQ1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering the changing context (including in response to the COVID-19 pandemic) and evolving national capacities and needs?

Finding 1.5: WFP appropriately adjusted its strategic positioning and programming to respond to changes in the context and external shocks, including to the needs that arose from the COVID-19 pandemic. In response to specific requests from the Government, during implementation the approach to CCS was adjusted away from upstream policy level support to more downstream interventions, with a focus on the implementation of demonstration pilots. Needs assessments used to inform WFP CCS interventions did not offer a comprehensive analysis of institutional factors.

82. At the institutional and the political levels, Namibia has remained relatively stable since the CSP was adopted. WFP has built and contributed to new policies in areas such as social protection, nutrition and food security, and DRM. It has also used the opportunities provided by these documents and broader development plans (NDP5, HPPII) to anchor its support to the Government of Namibia.

83. WFP has responded to external shocks in line with government needs. WFP introduced SO3 and responded to the Drought Disaster Appeal for Assistance and the State of Emergency declared by the Government of Namibia in May 2019.¹⁵⁹ In addition to droughts, SO3 has also been used to target food-insecure households in Namibia affected by COVID-19 and the migratory locust invasion.¹⁶⁰ COVID-19 also encouraged the Government to adopt a more integrated approach to food and nutrition security.¹⁶¹ In response, WFP introduced SO4 on food systems in BR05. WFP has continued to emphasize resilient food systems through its work in this area which is relevant in light of the external shocks that Namibia has faced with increased frequency and disruptions in the global food supply chains due to the Ukraine–Russia War. In response, as an example, WFP has supported increased agricultural production at the NCS and Odera Resettlement Farm.¹⁶²

84. WFP's work in relation to priorities around strengthening national capacities evolved over the evaluation period. WFP responded to evolving government priorities by adjusting its approach from upstream support to policy to more specific downstream capacity-strengthening actions. Thus, while the CSP has remained focused on CCS, the nature of the work has evolved significantly. The focus shifted from work at policy level to a stronger focus on downstream activities. This is clearly visible in the transition from policy support in the area of food and nutrition security to a strong focus on food systems projects. The motivations for this shift responded to a shift of focus from policy development to the implementation of government policies and was informed by the results of the policy dialogues with the Government.¹⁶³

85. Needs assessments used to inform WFP CCS interventions did not offer a comprehensive analysis of institutional factors that could affect the proposed interventions, such as budget constraints or government processes.¹⁶⁴ As a result, broader sectoral gaps and bottlenecks were not considered in the design of some activities and it was difficult for WFP to ensure that interventions were always relevant in the context of national capacities. The clearest example is school feeding, which was affected by budget and procurement challenges that undermined the impact of the programme, as well as the effectiveness of the HGSF pilots (see EQ2.1).

86. The extent to which WFP paid attention to gender, equity and disability in the way in which it adapted to changes in the external context is discussed in EQ1.1 and EQ2.2 in order to avoid duplication here.

¹⁵⁹ WFP NACO. 2019c. CSP Rev 3. WFP NACO. 2019d. *Country Strategic Plan Revision 04*. December.

¹⁶⁰ WFP NACO. 2021a. *Annual Country Report 2021*.

¹⁶¹ WFP NACO. 2021c. *Framework Zero Hunger*.

¹⁶² WFP NACO. 2022a. *Country Office [Namibia] Annual Performance Plan 2022*.

¹⁶³ The multi-stakeholder dialogue on food systems has been summarized in seven Namibia Food Systems Stakeholder Engagement Reports.

¹⁶⁴ WFP NACO. 2019b. CSP MTR. p. 97.

EQ2: WHAT IS THE EXTENT AND QUALITY OF WFP SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES AND THE UNPAF IN THE COUNTRY?

87. Within EQ2, the evaluation questions require the assessment of the contribution to the CSP strategic outcomes and the UNPAF. Since the CSP is fully nested under three of the four pillars of the UNPAF (see EQ1.2), contributions to WFP outcomes can be considered to contribute to the objectives of the UNPAF.

EQ2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNPAF? Were there any unintended outcomes, positive or negative?

88. During the inception phase, the evaluation team developed a methodological approach to explore the contribution of WFP to CCS in Namibia (see Annex II). As shown in Table 4, this approach bridges the CSP SOs and activities to capture WFP efforts across four thematic areas: support to social safety nets; school feeding; DRM; and food systems. These four areas have been used to structure the answer to this evaluation question. Nutrition has been mainstreamed across different activities, but key components are addressed together with food systems. Shock response does not have a CCS component, but it has been included together with DRM in this evaluation question.

Table 4 CCS thematic focus, strategic outcomes and activities

Thematic focus	Strategic outcomes	Activities with significant contribution to CCS
Social safety nets	SO1, SO3, SO5 (not yet started)	1, 5, 8 (not yet started)
School feeding	SO1	2
Disaster risk management	SO2, SO3, SO5 (not yet started)	3, 5, 8 (not yet started)
Food systems	SO2, SO4	3, 4, 7

Source: CCS mappings, Annex VI

89. The CCS approach also helps to overcome some of the challenges in relation to outcome and output indicators described in the evaluability assessment (Annex IV) and EQ4. At outcome level, quantitative data are only available for SO1, SO2 and SO3 in 2019 (baselines),¹⁶⁵ 2020 and 2021. There are no baseline or outcome data for SO4 and SO5 (see Annex IV, Table 19). While this section builds on quantitative data where possible, a qualitative analysis following the CCS approach described above is necessary in order to explore WFP performance in Namibia.

Social safety nets/social protection

90. WFP support to national safety nets sought to contribute to meeting the food and nutrition needs of vulnerable populations (SO1) by strengthening government capacity to design, implement and scale up the national shock-responsive safety nets. Interventions had a strong focus on improving the targeting and efficiency of social safety nets. The work included different types of interventions, from policy support to pilot/demonstration projects with a focus on transitioning from food distributions to CBT. Some work was also conducted on digital systems that, following BR05, could be considered as part of the SO5 component on digital services and expertise. These areas of work were reflected in the CSP logframe and are analysed further in the evaluation team's CCS mapping (see Annex VI).

¹⁶⁵ The baseline figure for the Emergency Preparedness Capacity Index was established in 2017.

Finding 2.1a: WFP support has contributed to building government capacity and to developing the policy framework around social safety nets. WFP supported government policies and strategies through technical inputs and evidence generation activities. WFP also conducted two pilots to demonstrate specific approaches or tools. Although these pilots did not achieve all of their objectives, they encouraged the Government to develop domestic solutions.

91. WFP has provided support to social safety nets under Activity 1 (SO1) and, to a more limited extent, under Activity 5 (SO3). The Emergency Preparedness Capacity Index (SO1 outcome indicator) increased from a baseline of 14 in 2017 to 18 in 2021 (see Annex IV, Table 19). WFP supported the design of the Pilot Food Bank (2017), a programme with a focus on urban vulnerable people that was implemented in the Khomas region. Following an assessment of the programme, MGEPEWSW approached WFP to provide support to the development of a system for registration and monitoring. A pilot of SCOPE – WFP’s beneficiary information and transfer management platform – was conducted by WFP as a solution to the challenges. The pilot successfully demonstrated to the Government that a better registration system can create greater efficiencies. SCOPE was more efficient, helped to clean lists and avoid many duplications.¹⁶⁶ The pilot also opened up opportunities for WFP to work with OPM, which is the custodian of government IT systems. However, the pilot did not fully respond to MGEPEWSW expectations, as formulated at the onset of the project, of evolving to a government-owned solution due to the limitations and specifications of SCOPE (e.g. data storage, confidentiality and software ownership).¹⁶⁷ In cooperation with OPM, the development of a home-grown system is currently under way with the main telecom operator MTC, and a CBT voucher pilot was planned to start before the end of 2022. Limitations in design and consultation were noted with respect to the pilot by this evaluation, as feedback from MGEPEWSW suggested that the ministry had not been sufficiently involved in the design of pilot activities from the outset, which could affect the uptake of the results and lessons learned.

92. WFP also implemented a CBT pilot with MGEPEWSW with funding from the European Union. The pilot focused on testing mobile payments in the Khomas region and used the existing system of physical cash distribution (Epupa Investment) in Omusati region for comparison. An implementing partner was assigned responsibility for registration building on lists from local authorities. Challenges arose during the roll-out of the pilot with the registration of beneficiaries, with lists containing significant errors and ensuing tensions in the community due to exclusion claims. As a result, it was agreed to replace Khomas with Kunene region. The change meant that mobile payments could not be tested and resulted in a delay of approximately one year (see EQ3.1). From the CCS perspective, the pilot did not contribute to the objectives set by MGEPEWSW.

93. At the policy level, WFP provided various inputs of relevance which were appreciated by the Government and partners. The number of national food security and nutrition policies, programmes and system components was enhanced as a result of WFP capacity strengthening, increased from the 2019 baseline of seven to nine in 2021 for SO1 (see Annex IV, Table 19). WFP supported the drafting of the Social Protection Policy (2020), which sets the direction of travel for social safety nets. Along with other development partners, WFP is currently a member of a technical working group supporting the design of a basic income grant to replace and simplify some of the existing social safety nets. WFP contributed to the framework for transitioning social safety nets from food to CBT in line with the policy mandate.¹⁶⁸ The government outputs, generated with WFP support, reflect WFP’s strategic recommendations in terms of efficiency and design. Interviews with key informants highlighted that WFP technical support and inputs are perceived as having played a positive role in these areas.

94. WFP has also supported, through food systems projects, marginalized San communities in Tsumkwe; and soup kitchens in the Kunene and Omaheke regions. These communities fall under the remit of MGEPEWSW. For greater coherence, these contributions are discussed in the food systems section below (paragraphs 101 to 110).

¹⁶⁶ WFP & RON. 2019. *Final Report Review of SCOPE Pilot: Beneficiary Data and Transfers Management Platform rev 2.0*. November.

¹⁶⁷ See Table 1 in WFP & RON, 2019. SCOPE Review.

¹⁶⁸ GRN. 2021b. SP Policy. p. 23.

Namibian School Feeding Programme (NSFP)

95. WFP support to the NSFP sought to contribute to meet the food and nutrition needs of vulnerable populations (SO1) by improving government capacity to manage and implement its national school feeding programme. Two different areas of work were pursued. Over the period 2017–2020, WFP focused on policy support and on making the NSFP more efficient and accountable. Starting in 2020 and based on the work conducted by WFP, the focus shifted to piloting the Home-Grown School Feeding (HGSF) programme. These areas of work were reflected in the CSP logframe and have been explored and analysed further in the evaluation team's CCS mapping (see Annex VI).

Finding 2.1b: WFP has sought to strengthen specific aspects of the NSFP in line with existing needs. WFP provided support to strengthen the policy environment, enhance information management and generate evidence, and support the roll-out of a pilot HGSF programme. However, external constraints, such as the national budget have reduced the effectiveness of the engagement, and are also affecting the viability of the HGSF pilot.

96. WFP has provided support to the NSFP mainly through Activity 2 (SO1), which has combined a focus on policy (mostly in the earlier period of the CSP) and on CCS. At the beginning of the evaluation period, WFP had a broader approach in its technical assistance to school feeding with a range of activities. In 2017, it assisted with the roll-out of the Namibia School Feeding Information System (NASIS), an online management information system for school feeding devised in 2016.¹⁶⁹ WFP contributed to increasing the capacity of MOEAC by supporting the development of a new School Feeding Policy, which was adopted by the Government in 2019.¹⁷⁰ WFP also supported the development of an Implementation Plan for the School Feeding Policy, but this remains largely unimplemented because of the lack of public funds.¹⁷¹ Similarly, WFP provided a platform for learning in MOEAC through the Evaluation of the Namibian School Feeding Programme, released in 2020.¹⁷² WFP also embarked on more downstream interventions. In 2018, 300 individuals were trained to implement a public–private partnership strategy.¹⁷³ In 2019, WFP assisted MOEAC to receive a donation of Russian wheat, convert it to pasta, and distribute this to schools without any losses. Hydroponic gardens were piloted at some schools and a food quality and safety assessment was carried out.¹⁷⁴

97. The review of available documentation, field work and interaction with key stakeholders suggest that some of the strategic changes that WFP sought with its support have not materialized, in part due to lack of funding but also due to intervention design. The evaluation of the NSFP helped to highlight the benefits of the NSFP in relation to enrolment and completion rates.¹⁷⁵ It also identified several avenues for improvement, but key recommendations could not be actioned by MOEAC due to cost implications. The NASIS, developed with WFP support, is yet to be deployed even though the solution has been ready for some time, and the expected benefits for the management and implementation of the NSFP have not yet materialized. Similarly, the hydroponic projects, which started in 2019 with support from WFP's Innovation Accelerator,¹⁷⁶ have been discontinued in schools, due to lack of expertise and/or training, and staff turnover (though they remain active in other settings such as the NCS).

98. In line with the priorities of the School Feeding Policy, and following on from the recommendations of the external evaluation of school feeding released in 2020, WFP launched a pilot Home-Grown School Feeding initiative in July 2021. The pilot is implemented in 29 schools and seven regions, involves 13,915 learners¹⁷⁷ and is funded mainly by MOEAC.¹⁷⁸ An expansion to a similar number of schools is currently

¹⁶⁹ WFP NACO. 2017a. *Annual Country Report 2017*. p. 20.

¹⁷⁰ MOEAC. 2019a. NSFP.

¹⁷¹ MOEAC. 2020b. NSFP Evaluation.

¹⁷² Ibid.

¹⁷³ WFP NACO. 2018a. *Annual Country Report 2018*. p. 12.

¹⁷⁴ WFP NACO. 2019a. *Annual Country Report 2019*. pp. 9–10.

¹⁷⁵ MOEAC. 2020b. NSFP Evaluation.

¹⁷⁶ WFP NACO. 2019b. CSP MTR. p. 21.

¹⁷⁷ WFP & RON. 2022. *Report Home-Grown School Feeding Baseline Assessment*. May.

¹⁷⁸ GRN. 2020. *Home-Grown School Feeding Programme (2020–2024)*.

under discussion. The purpose of the pilot is to demonstrate the benefits of HGSF over the current school feeding model. In particular, the aim is to provide convincing evidence that these benefits outweigh the additional costs of transitioning from the current approach.

99. The evaluation found that almost uniformly HGSF is seen by school staff and regional officials as beneficial for schools and local communities. Schools visited by the team reported benefits to students, attendance rates and local communities (see Annex VIII). Regional officials confirmed that this was also the case for other pilot schools in the regions. A NACO assessment carried out in March 2022 indicated that 49 out of 125 smallholder farmers interviewed had benefited by selling produce to schools.¹⁷⁹

100. At the time of writing, a review of the HGSF pilot was in progress – one year into the pilot¹⁸⁰ – and a number of challenges are in evidence. Limited structured and comparable data have been collected to date by WFP and MOEAC, which poses challenges to demonstrating the envisioned proof of concept. The performance of the HGSF pilot has been affected by the weaknesses of the NSFP, which are reflected in substantial delays in distribution of maize to schools. HGSF payments have also experienced delays. In the period since the HGSF started up to October 2022, schools had only received two payments of varying amounts, against the planned disbursement of an HGSF grant every two months. Smallholder farmers apparently face severe challenges in establishing themselves as direct suppliers to schools.¹⁸¹ Further challenges are described in VIII. Financial sustainability and scalability of the HGSF pilot supported by WFP remains challenging, especially when considering government budget constraints. The current HGSF is based on a subsidy of N\$ 5 per child per day.¹⁸² Given that there are roughly 450,000 beneficiaries of school feeding, and 200 school days in the year, the annual cost of HGSF would be N\$ 450 million. At present, expenditure on school feeding is approximately N\$ 120 million per year – just over a quarter of the budget that would be needed.¹⁸³

Food systems, food security and nutrition

101. Building on the CSP logframe and the CCS mapping (see Annex VI), WFP support to food systems, food security and nutrition sought to contribute at multiple levels: (i) to inform government policy dialogue and programme design with evidence on hunger issues (SO2); and (ii) to enable increased access to markets and enhanced resilience of smallholders (SO4). These two outcomes define two different periods of time. Up to BR05, WFP focused on capacity strengthening and policy support to government institutions. Following BR05, WFP started focusing on implementing projects to demonstrate the food systems approach.

Finding 2.1c: WFP support helped the Government to develop a strong policy framework for food security and nutrition. WFP was also instrumental in integrating a food systems approach in government policies. In contrast, WFP support to the Government in reviewing and addressing impediments in national food systems as they relate to linking smallholder farmers to sustainable markets is less robust. The demonstration of the effectiveness of food systems projects in the country so far has been limited, with implementation of certain food systems projects still in the early stages of development.

102. WFP has provided substantial support to generating knowledge and analysis of food security and nutrition issues in Namibia through the Cost of Hunger in Africa (COHA) and Fill the Nutrient Gap (FNG) studies from 2021. WFP also provided CCS in developing the Food and Nutrition Security Policy, adopted by Cabinet in 2021, which increased awareness on the importance of food and nutrition security. The Zero Hunger Roadmap (ZHRM) 2016–2020 was a multi-stakeholder effort that articulated strategies to address food insecurity in the country, including boosting smallholder agricultural productivity. The ZHRM expanded and broadened prior nutrition policy documents, such as the National Health Policy Framework (2010–2020). It was particularly important in bolstering interventions for improved access to nutritious food and

¹⁷⁹ Ibid. p. 1.

¹⁸⁰ KIIs.

¹⁸¹ KIIs.

¹⁸² KIIs MOEAC.

¹⁸³ MOEAC. 2020b. NSFP Evaluation. p.30.

proposed interventions to address all forms of malnutrition and micronutrient deficiencies. The work on the ZHRM paved the way for the comprehensive Food and Nutrition Security Policy (FNSP). From a design perspective, the FNSP is a step ahead in terms of providing an integrated approach to food and nutrition security. However, some stakeholders have noted that coordination has become less effective since the responsibility for the Food Security and Nutrition Council – an across-government coordination structure – has been transferred from the Cabinet to the Ministry of Agriculture, Water and Land Reform (MAWLR), which has less convening power to coordinate other ministries. Nevertheless, the FNSP in Namibia was clearly informed by enhanced evidence and knowledge as a result of WFP CCS efforts. Policy work contributed, together with DRM, to recorded performance on the SO2 outcome indicator on the number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening, which increased from the 2019 baseline of five to seven in 2021 for SO2 (see Annex IV, Table 19).

103. The FNSP adopted a food systems approach, which was quickly adopted and championed by the Government and WFP. In December 2020, WFP led a multi-stakeholder consultation that underpinned the changes introduced in BR05.¹⁸⁴ The following year, WFP coordinated the National Food Systems Dialogues and developed stakeholder engagement reports in preparation for the 2021 United Nations Food Systems Summit. WFP and MAWLR also developed the Food Systems Policy Brief (2021), which highlighted challenges and proposed recommendations to transform food systems, including emphasizing the need for nutritious diets, sustainable agricultural practices, improved livelihoods and resilience building. WFP also supported the development of the draft Namibia National Integrated Rural Transformation Programme: Plan of Action (2022), which is still in the design phase. WFP's draft Country Position Paper: Namibia Food Systems: Towards Nutritious Diets, Environmental Sustainability, Equitable Livelihoods, and Building Resiliency (2021) is also still in draft format.

104. Food systems project implementation is a relatively new area of work for WFP Namibia, having been introduced by BR05 in December 2021 (SO4, Activity 7), following the evolution in government strategy described above. The majority of food systems implementation took place in 2022. Projects examined in the evaluation covered different types of interventions: (a) smaller-scale food systems projects that targeted smallholder farmers and youth to improve livelihoods; (b) food systems projects that targeted food- and nutrition-insecure groups; (c) food systems projects that supported HGSP; (d) larger-scale agricultural production projects planned for resettlement farms, which are in the design phase; and (e) projects providing support to the NCS, which are also in the early phases of implementation.

105. Based on field observations and stakeholder consultations, WFP has made some strides in CCS at the project implementation level. Integrated community-based food systems projects (a, b and c above) have been implemented in most regions, which were mainly negotiated through MoUs with regional councils. Interventions targeted vulnerable groups: marginalized communities, clinics, women at maternity waiting homes, ART patients and unemployed youth. Service providers were contracted to construct gardens and poultry projects in schools and clinics, with training and mentoring rendered to beneficiaries. In some cases, through WFP support, sustainable market linkages were made for smallholder farmers who have supplied their high-quality horticulture products to retail markets.¹⁸⁵ Most constructed gardens that were observed by the evaluation team employing climate-smart technologies such as drip irrigation and solar pumps for boreholes.

106. Notwithstanding WFP's important coordination role in food systems, the extent to which these policy planning processes have concretely contributed to SO4, "governmental institutions in Namibia have capacity to conduct analysis that supports planning towards transformative and resilient food systems", is not yet evident. In practice, the bulk of WFP contributions to CCS following the shift to a food systems approach in 2020 has been at the implementation level, with no clear linkages to changes at outcome level. This first phase of the food systems pilots has been predominantly exploratory and some components are still in the early phases of development. While these projects respond to a strong logic – demonstrating how food systems can be enhanced in Namibia – the absence of an explicit strategy and logical framework

¹⁸⁴ WFP NACO. 2020a. *Annual Country Report 2020*. p. 3.

¹⁸⁵ KIIs.

with measurable indicators, combined with systems to monitor and document results, makes it difficult to identify successful approaches and reduces opportunities for replicating or scaling them up in the future.

107. A number of design weaknesses affect the projects and could undermine their sustainability. The evaluation established that not all projects devoted sufficient attention to developing adequate governance structures to sustain operations. Operational challenges were also in evidence during field observations, with some gardens lacking consistent water supply (such as at Etoto West Primary School, Dawid Khamuxab and Otjimuhaka Schools in the Kunene region), issues with fencing, and a lack of inputs such as pesticides to combat pests and plant diseases.¹⁸⁶ There was also one case where the design of an irrigation system did not take the mineral content into consideration, which undermined its effectiveness. In one of the projects visited the number of beneficiaries was too large in relation to the size of the project and its production, calling into question its sustainability and commercial viability.

108. The evaluation established that there are a few challenges with the service provider model, which presented challenges in half of the projects visited by the team (see Annex VIII). These challenges were later confirmed in interviews with service providers. With the exception of projects involving the NCS, WFP contracted service providers to install and maintain infrastructure, including the installation of raised beds, shade nets and irrigation systems; they procured inputs such as seeds and fertilizer, and provided training and mentorship to beneficiaries. There were concerns at certain sites about the quality and frequency of the training.¹⁸⁷ It is understandable that market linkages were not possible at all sites due to their remote locations; however, the team visited sites where market linkages were not exploited, including supplying products to HGSP programme schools in their vicinity. Such linkages would have resulted in a more integrated and deeper food systems approach. Finally, contracts were only signed for five to six months and then extended to seven months. This timeframe was not long enough to build, train and transfer all the necessary skills to community members. Some service providers went well beyond their contract end date and have continued to give advice to beneficiaries on challenges that they face.

109. WFP also supported the NCS in Khomas, Omaheke and Hardap regions with hydroponic systems and/or raised beds for horticulture production depending on the facility. A solar irrigation system was also installed at the Hardap region's Correctional Facility, but it can only be used during daylight hours, making it less effective. Delays in the procurement of wheat seeds were reported, which prevented the NCS from planting for the 2022 winter season (wheat is a winter crop), and they still had not been delivered at the time of the evaluation mission in October (the end of winter). Hydroponic systems continue to supply inmates with nutrient-dense produce.

110. WFP also supports food systems programme implementation through the recruitment of three Egyptian agriculture experts,¹⁸⁸ who have been seconded to MAWLR as of August 2022 to accelerate implementation of the Namibia Agricultural Mechanisation and Seed Improvement Project (NAMSIP) funded by the African Development Bank. WFP facilitated an arrangement where MAWLR is responsible for WFP's accommodation and operational expenses, while payroll is paid by the Egyptian Government. It is too early to determine the impact of the experts. There has also been support to Ondera Resettlement Farm: water infrastructure and irrigation systems have been installed, 11 ha of wheat were planted, and computer equipment for a digital hub installed, albeit without an internet connection. WFP is also working with private sector project management teams, such as Burmeister & Partners and Lithon, to develop viable models to increase agricultural production on Resettlement Farms to demonstrate how new approaches can be implemented and scaled up in Namibia. WFP's work in these areas is still in the preliminary stages.

Disaster risk management (DRM) and shock response

111. This section brings together three different but strongly interrelated areas of work. Area 1: WFP support to DRM sought to contribute to informing government policy dialogue and programme design with evidence on hunger issues (SO2). More specifically, WFP focused on building the capacity of the Government to conduct vulnerability analysis and emergency response. Support included both policy

¹⁸⁶ Based on KIIs and fieldwork.

¹⁸⁷ KIIs.

¹⁸⁸ KIIs.

development and capacity building. Area 2: Following BR03 and BR04, WFP worked to enhance access to adequate food and nutrition in food-insecure households affected by shocks (SO3). In addition to food distribution and CBT, WFP also provided capacity strengthening to the Government in supply chain management and started piloting some digital platforms for shock response. Area 3: With BR05, the work on digitalization was absorbed by SO5, which sought to build supply chain and digital services and expertise.

Finding 2.1d: WFP's response to external shocks (drought and COVID-19) has been mostly effective. WFP also provided key support to DRM through the development of strategies and policies, and building government capacity in supply chain-related dimensions of shock response. WFP support has been effective at building government capacity to monitor and assess vulnerabilities in the context of early warning systems. However, some of the strategies and policies were not subsequently adopted for reasons beyond the control of WFP.

112. Under Activity 3, WFP has contributed to the development of several strategies and policies, including the National Disaster Risk Management Framework and Action Plan, an Awareness and Communication Strategy, Standard Operating Procedures for food assistance, and the Food and Nutrition Security Policy (FNSP) and its Implementation Action Plan. With the exception of the FNSP, these strategies were still in draft form at the time of this evaluation.¹⁸⁹ Interviews indicate that these documents were not adopted for reasons beyond the control of WFP (e.g. competing national priorities). This work contributed, together with food systems, to the SO2 outcome indicator on the number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening, which increased from the 2019 baseline of five to seven in 2021 for SO2 (see Annex IV, Table 19). WFP has also supported the generation of evidence on food security by building capacity on early warning systems (vulnerability assessments, crop assessment, Mobile Vulnerability and Assessment Monitoring). WFP provided both IT equipment and training to government officials. The capacity strengthening and training has enabled Namibia to produce its own Vulnerability Assessment and Analysis (VAA) report. Government data were also used by the FAO to generate Namibia's first Integrated Food Security Phase Classification (IPC) report in December 2021. Some of the capacity gains recorded in the area of early warning systems have been eroded by the freeze on the hiring of new government officials introduced in 2017 (see EQ4.5). The existing system has some limitations when it comes to producing subregional data, providing opportunities for further engagement and development.

113. Following BR03 and BR04, WFP has responded to external shocks (drought, COVID-19) through SO3, Activity 5. Outcome indicators for SO3 are too inconsistent to be assessed meaningfully. Reported values in 2020 show progress in relation to the 2019 baseline, but 2021 values are reported by region and are not comparable (see Annex IV, Table 19). Outputs were not achieved in the first year due to delays (see EQ3.1), but both targets for men and women were met in the second year (see Figure 8). Among the WFP-supported drought-affected populations in the Kunene and Ohangwena regions recovering from prolonged drought, evidence from an outcome monitoring survey indicates that more households have an acceptable food consumption score, significantly higher than the baseline value and target, following CBT. Additionally, a significantly lower number of households had poor food consumption scores compared with the baseline, although this cannot be attributed to WFP alone.¹⁹⁰

114. According to WFP internal reporting, beneficiaries' expenditures on food dropped from 75 percent of income before food assistance to less than 50 percent. Adherence to medication regimens improved to 100 percent among the ART clients receiving food assistance.¹⁹¹ Furthermore, there were two unexpected positive outcomes. Firstly, distribution to ART beneficiaries resulted in approximately 4,000 defaulting clients returning for treatment.¹⁹² Secondly, healthcare workers reported an increase in the number of

¹⁸⁹ KIIs. WFP NACO. 2017a. 2018a. 2019a. 2020a. 2021a. ACRs.

¹⁹⁰ WFP NACO. 2021a. ACR 2021. p. 19. WFP. 2022g. *Post Distribution Monitoring Report, Kunene, Omusati and Ohangwena Regions*. February.

¹⁹¹ WFP NACO. 2020a. ACR 2020. p. 17.

¹⁹² WFP NACO. 2020c. *PEPFAR Biannual Performance Report, October 2019 to March 2020*. p. 3.

people seeking voluntary HIV testing and counselling services at local health clinics.¹⁹³ Both these effects were mentioned in interviews with key informants.

115. While indicators suggest the shock response of WFP was successful, some weaknesses have been identified. Distributions used lists prepared by the constituency offices. According to interviewees, these were inaccurate and, despite efforts made by WFP and implementing partners to verify and adjust them, communities experienced disagreements and tensions due to inclusion/exclusion errors.¹⁹⁴ There were also some delays in the process, which resulted in some of the distributions taking place at a time where needs were lower (rainy season) (see EQ3.1). Some protection issues were also identified (see EQ2.2).

116. WFP used the shock response to build capacity on supply chain. It worked with the Government both at national and regional levels, with NGOs, the private sector and local communities on emergency food relief programmes in eight regions (Kavango East, Kavango West, Zambezi, Omaheke, Oshikoto, Oshana, Omusati and Kunene). WFP trained 16 warehouse managers in logistics and supply chain management. This was then followed up with regular coaching sessions at all warehouses. Staff of two cooperating partners (the Namibia Red Cross Society and Catholic AIDS Action) were trained on food storage, warehouse and transport management, and food distribution. The same training was extended to regional government staff responsible for logistics and supply chain management.

117. Following BR05, approved in December 2021, WFP introduced SO5, Activity 8 to support government and development partners with supply chain and digital services. Due to delays in resource mobilization, however, implementation has not started.¹⁹⁵ Some work has been ongoing with OPM to develop and test a beneficiary registration solution that emerged as a result of the work with MGEPEWS (see paragraph 91).

EQ2.2 To what extent did WFP contribute to achievement of the cross-cutting aims of the CSP and the UNPAF (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?

Finding 2.2: In general terms, gender has received more attention than other cross-cutting issues. Gender issues have been prioritized in various areas of WFP's portfolio, but competing priorities limited internal capacity. Contribution to other cross-cutting issues has been less visible and effective. Data and stakeholder perceptions point to some weaknesses in accountability to affected populations and protection.

118. Gender has received more attention than other cross-cutting issues in CSP implementation. From field observations, WFP has promoted the participation of women in projects as beneficiaries and within decision-making groups (e.g. Ondera Resettlement Farm, Kauma poultry project and Opuwo Waiting Mothers). Gender has also been mainstreamed in the FNSP supported by WFP, where there is a specific strategy to deal with inequalities in access to food and nutrition. WFP has also collected some data on the participation of women in household decision-making, revealing significant differences among regions,¹⁹⁶ although the underlying reasons for these differences and the implications for adapting interventions remain to be more comprehensively investigated. During FGDs, some stakeholders reported that women did not receive sufficient food assistance given that they were caring for a greater number of children than registered in the programme as a result of care duties to family members. In general terms, NACO's work on gender could have benefited from a dedicated focal point and stronger support from the Regional Bureau of Johannesburg (RBJ) or headquarters to ensure gender was fully integrated in activity design, monitoring and reporting (see EQ4.4).

119. The Annual Country Report 2021 data show some protection challenges. The indicators relating to people receiving assistance without safety challenges show a value of 37 percent against a target and baseline of 100 percent. Data also suggest some concern about the number of people having unhindered

¹⁹³ Ibid. p. 3.

¹⁹⁴ KIIs.

¹⁹⁵ KIIs. WFP NACO. 2020a. ACR 2020. p. 12.

¹⁹⁶ WFP, 2022g. PDM.

access to WFP programmes. Field observations and interviews confirm some areas where practices could be improved. For example, ART beneficiaries were coded to avoid stigma, but children on ART were made to line up with adults to register and collect the goods.¹⁹⁷ Similarly, some food distribution locations were far from beneficiaries during the drought response, making it difficult or dangerous for some beneficiaries to collect and transport the food. The implementing partners responded by establishing additional distribution points. A post-distribution monitoring (PDM) report conducted in 2022 in Kunene, Omusati and Ohangwena regions reveals that the most common problems experienced by beneficiaries were distance to the receiving point, cost of transport, threats to physical safety and post-distribution theft.¹⁹⁸ The report does not offer additional information to interpret or understand the underlying issues. The analysis does not break down the figures by gender either, making it more difficult to explore gender-related protection aspects. Limited institutional memory and staff turnover did not allow the team to explore these issues in greater depth. Protection issues were considered during the intervention design. In 2020, WFP, in collaboration with the United Nations Population Fund (UNFPA), delivered Preventing Sexual Exploitation and Abuse (PSEA) training to 250 cooperating partner staff, volunteers and village development committees involved in DRR operations, in order to address potential protection risks.¹⁹⁹ In 2021, all WFP staff took an online training exercise on PSEA.²⁰⁰

120. The ACR 2021 shows some gaps in accountability to affected populations. There was no formal complaint mechanism for beneficiaries to contact WFP. There were informal complaint mechanisms at every site, and beneficiaries complained to either the volunteers of the implementing partners and/or to the constituency office. In 2021, RBJ recommended establishing 'a two-way communication platform to allow communities to express concern, lodge complaints, ask questions, and provide feedback on WFP programmes through formalized well-structured mechanisms'.²⁰¹ However, the different projects visited by the evaluation team had yet to implement such a system. The team found that beneficiaries of WFP interventions – distribution and food systems – were poorly informed about one or more of the following elements: project objectives, duration and entitlements (what they were supposed to get and how often). Moreover, the 'proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements' and the 'proportion of assisted people informed about the programme' are below the annual and end-of-CSP target.²⁰²

121. Evidence collected during the evaluation indicates that WFP has considered some environmental issues in the implementation of interventions, but it does not consistently consider environmental aspects as part of the design and implementation process. For example, WFP has trained some beneficiaries on how to cook beans while saving water and energy or installed drip irrigation or solar power in food systems projects, but it has not considered aspects such as the use of firewood for cooking (HGSF) or sustainable pest control measures and fertilizers,²⁰³ which were identified as priorities in the dialogue with government stakeholders and articulated in the Food Systems Policy Brief (2021).²⁰⁴ Only one interviewee mentioned the use of bio-fertilizers and emphasized soil health in WFP-supported food projects. BR05 mentions climate change as a "threat multiplier" that increases vulnerability to poverty, chronic malnutrition, HIV/AIDS and food insecurity, but does not consider vulnerability for agricultural production in a drought-prone country with significant rainfall variability. WFP-supported food systems projects are mainly borehole-dependent, and aquifer over-extraction can occur during extended dry periods, putting those projects that rely on boreholes at risk. There were only two visited sites that did not have a consistent water supply for irrigation that led to crop failure.

¹⁹⁷ KIIs.

¹⁹⁸ WFP, 2022g. PDM.

¹⁹⁹ KIIs. WFP NACO. 2020a. ACR 2020. p. 19.

²⁰⁰ WFP NACO. 2021a. ACR 2021. p. 23.

²⁰¹ WFP RBJ. 2021b. *Programme & Supply Chain CBT Technical support in Namibia CO, Sept 2021 Report*.

²⁰² WFP NACO. 2021a. ACR 2021.

²⁰³ KIIs.

²⁰⁴ WFP NACO. 2021a. ACR 2021.

EQ2.3 To what extent did the CSP facilitate more strategic linkages between humanitarian action and longer-term development cooperation?

Finding 2.3: WFP has contributed to the humanitarian–development nexus through support to government CCS in early warning systems, as well as through projects that address climate, energy, water or food issues (climate–water–energy–food nexus). These projects can help build resilience and mitigate future crises. However, WFP’s planning does not consistently integrate humanitarian action with long-term development cooperation.

122. Traditionally, WFP speaks of a humanitarian–development–peace nexus or triple nexus.²⁰⁵ Namibia is a relatively stable and peaceful country. As a consequence, the ‘peace’ element of the nexus has been less relevant to WFP’s work in Namibia. However, explicitly linking emergency to development so as to build resilience and prepare for shocks is of relevance in Namibia, given the climate challenges affecting the country. For example, severe droughts led the Government to declare an emergency in 2019. COVID-19 also increased the vulnerability of certain population groups due to lockdowns in 2020.

123. WFP contributed to the nexus through CCS in early warning systems. WFP helped to build government policy and capacity to monitor and assess vulnerabilities. These systems help to predict humanitarian crises and strengthen the humanitarian–development nexus by allowing the Government to identify vulnerable communities and implement measures to support them before pressing needs emerge. Feedback from interviews suggests that this contribution has improved government capacity to lead and manage crises.

124. While appropriate attention has thus been given to a range of activities that contribute to the nexus, WFP has not consistently explored opportunities to integrate the nexus in activity design. This has been the case, for example, for the food systems interventions. These interventions provided opportunities to develop projects in areas that experienced emergency response. However, the evaluation’s review of evidence does not suggest that the selection of beneficiaries and sites is based on a strategy of building the resilience of drought-affected populations. In some cases, WFP has implemented projects in communities where there was an emergency response (e.g. Rupara), but this has happened on an ad hoc basis. Interviews reveal that project stakeholders could not articulate a connection between the emergency response and the food systems projects when they occurred in the same community. Nonetheless, WFP has been open to support activities relevant to the nexus (e.g. post-crisis resilience-building initiatives) when proposed by its partners. For example, when one of the implementation partners approached WFP after a drought response distribution activity requesting support to resilience building, WFP provided some start up materials and training. The projects were subsequently transferred to the Constituency Development Council.

125. WFP has also contributed to the humanitarian–development nexus through projects addressing water, climate, and food and nutrition security issues. Some development actors are increasingly referring to the climate–water–energy–food nexus as a way to build resilience and mitigate future crises.²⁰⁶ Some WFP evaluations in UMIC countries have also addressed these aspects.²⁰⁷ In Namibia, as a drought-prone, net food-importing country that is energy dependent, the climate–water–energy–food nexus is a relevant concept, especially in view of the increasing relevance of food systems within government policy and its multiple dimensions: water, resilience, inputs (energy) and food production. Building on the discussion in

²⁰⁵ WFP. 2021a. *10 Minutes to learn about The Humanitarian Development Peace Nexus*. Rome.

²⁰⁶ For example, see the European Union’s approach at: European Commission. 2021. Understanding the climate-water-energy-food nexus and streamlining water-related policies. News article. 19 March 2021. https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/understanding-climate-water-energy-food-nexus-and-streamlining-water-related-policies-2021-03-19_en. Accessed 20 November 2022.

²⁰⁷ WFP. 2022h. “Summary report on the evaluation of the country strategic plan for Jordan (2020–2022).” (WFP/EB.2/2022/6-E), 5 October 2022. https://executiveboard.wfp.org/document_download/WFP-0000142920. Accessed 11 September 2023.

EQ1 and EQ2.2, it is possible to conclude that the food systems approach and several of its pilots are designed to address aspects of the climate–water–energy–food nexus in target communities.

EQ2.4 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?

126. Given the focus of the CSP on CCS, sustainability needs to be assessed at different levels. First, this section looks at the sustainability of CCS support. This can be broken down into two elements: (i) the upstream support (policies, plans); and (ii) the contribution of downstream work to CCS objectives (e.g. pilots). Second, the evaluation examines sustainability for interventions that involved direct beneficiaries. And third, it looks at whether sustainability was integrated in the design of the WFP's work. Where relevant, this section addresses different dimensions of sustainability: institutional, technical, financial and political.

Finding 2.4: The sustainability of upstream CCS activities is potentially high at the policy and institutional level, but it is also fragile and often dependent on external factors such as government funding and decisions. Sustainability of downstream activities, including those targeting direct beneficiaries, are in some cases hampered by weaknesses in the design, evidence generation and handover strategies. Environmental implications informed the work of WFP in DRM, but have not been systematically considered in other areas of WFP engagement.

127. The sustainability of WFP's work on CCS is likely to be significant at a strategic level, but it is inherently difficult to evaluate and a common challenge for many WFP country offices.²⁰⁸ For example, WFP support to policy development has been significant, but some policies and strategies are still in draft form (e.g. with OPM),²⁰⁹ while others such as the FNSP have been approved. WFP, together with other partners, has supported evidence generation through the COHA and FNG reports, which have been used to inform policy discussions. Similarly, interventions to strengthen the NSFP appear to be sustainable given that the school feeding programme has existed and been expanded over a period of three decades and is part of government structures and receives government funding. Ultimately, the degree to which sustainability is achieved in practice for these interventions remains subject to the influence of external factors, such as public funding. On the financial side, WFP has made efforts over the evaluation period to diversify sources of funding, and it has successfully attracted public funding for the implementation of government programmes. The link between government programmes and funding with WFP implementation is likely to contribute to increasing the sustainability of interventions. A more detailed analysis of external factors, such as alignment with government priorities and stakeholder capacity, are explored in more detail in EQ1.1, EQ1.2, EQ2.1 and EQ4.5.

128. WFP has implemented downstream projects with the objective of contributing to CCS. These have covered most of the areas where WFP has provided support: food systems projects have sought to demonstrate how a food systems approach can be implemented and develop models and evidence; CBT pilots have been implemented with MGEPEWS and OPM to support the transition from in-kind food distribution to CBT and test new tools; and the HGSF pilot also has a strong CCS connection. In general terms, WFP interventions were well aligned with government priorities and informed by evidence (EQ1.1 and EQ1.2). However, the evaluation was unable to find evidence that WFP interventions included explicit attention to handover or exit strategies in their design. The specification of objectives and of handover/exit strategies are important elements of sustainable project design. In practical terms the sustainability of these operations is determined by their contribution to the strategic outcomes, which depends on different factors: (i) how well the intervention connected/contributed to broader CCS objectives (e.g. pilots) (see Annex VI); (ii) the intervention's effectiveness in terms of achieving the project goals (see EQ2.1); and (iii) the quality of M&E systems that can produce evidence and lessons learned to inform government decisions (see EQ4.2).

²⁰⁸ WFP. 2020b. *Mid-Term review of the WFP Strategic Plan (2017–2021)*. p. 12.

²⁰⁹ For example, National Disaster Risk Management (DRM) Framework and Action Plan, an Awareness and Communication Strategy and Standard Operating Procedures for food assistance.

129. WFP considered some of the environmental implications of its interventions in Namibia. Thus, interventions in the area of DRM integrate environmental and climate change considerations in the VAA and early warning system. However, coverage of climate implications is not systematic or comprehensive. This finding is applicable to food systems, where interventions considered or used climate-smart technologies, but did not promote sustainable use of groundwater, organic versus inorganic farming, and soil health, in a country with high levels of land degradation and low soil fertility (see EQ2.2).

130. Evidence suggests that the sustainability of interventions for direct beneficiaries may be quite limited, in particular in the area of food systems. Food systems projects are short term, sometimes very small scale and have not yet passed an incubation stage to demonstrate commercial viability. Six out of the eight contracts with service providers for food systems projects have a duration of seven months (following an extension), one is for 13 months, and another does not have a fixed end date. From a food systems perspective, the duration is insufficient to provide effective support to communities, considering that it is necessary to build, train and support communities in this time. It seems unlikely that seven months is enough to train beneficiaries in complex activities, such as gardening or poultry rearing. In some cases, as noted earlier, selected service providers have voluntarily continued offering support five months after the expiry of the contract. In addition, some of the projects or facilities covered a large number of beneficiaries with facilities of a limited size and production capacity. In the case of food/CBT distribution, sustainability was probably suboptimal due to the limited duration in relation to seasonal needs, the time of implementation (see EQ3.1) and the lack of a nexus approach (see EQ2.3). Stakeholder and beneficiary views collected during the mission confirm sustainability has been a challenge for many beneficiaries once WFP support stopped, or would be if it were to stop.

EQ3: TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

EQ3.1 To what extent were outputs delivered within the intended timeframe?

Finding 3.1: Most emergency response and distribution interventions as well as a few food systems projects implemented by WFP have experienced delays with diverse consequences. COVID-19 contributed significantly to these delays in 2020 and 2021. Consequences have been significant for time-sensitive interventions such as emergency relief and agriculture. In these areas, delays resulted in interventions being implemented out of step with needs, reducing their utility or causing the agricultural season to be missed. Although delays were not always under WFP's control, better planning and increased staff capacity could have mitigated some of the consequences.

131. In 2020 and 2021, COVID-19 led to delays in CSP implementation except for SO1.²¹⁰ Government and partners' offices were closed or staff were working remotely, and in-country travel was restricted at different times. WFP also had to develop protocols to ensure the safety of its staff and beneficiaries. Beyond COVID-19, it is necessary to explore other delays and their causes to understand better how WFP performed.

132. To respond to the unprecedented drought, the Government declared a state of emergency in May 2019 and issued an appeal for assistance for the period from June 2019 to March 2020. WFP started distributing food in December 2019, five months after the launch of the appeal. The significant delay was the result of a combination of factors. Funding from donors took time to arrive.²¹¹ WFP also took time to build internal capacity since the pandemic emergency required a shift from CCS to a significantly different area of work.²¹² Delays were also due to lengthy procurement processes, with food items being procured regionally given border closures due to COVID-19. Finally, there was a need to check and clean beneficiary

²¹⁰ WFP NACO. 2020a. ACR 2020.

²¹¹ WFP NACO. 2019a. ACR 2019. p. 19.

²¹² WFP NACO. 2019b. CSP MTR. p. 79.

lists.²¹³ The distribution delay explains why beneficiary data from 2019 show a significant shortfall in relation to the planned beneficiary numbers (see Figure 8). Some of the distributions to beneficiaries on ART took place in April 2020 (e.g. West Kavango), the end of the rainy season when food needs are not most pressing. The delays in the food distribution due to these internal and external factors were partially mitigated by efficiency gains as a result of using the SCOPE platform for the registration of drought relief beneficiaries.²¹⁴ Registration and verification were faster and easier to automate through SCOPE compared with previous systems.

133. In the light of resource shortfalls, WFP resorted to internal advance finance mechanisms, which mitigated, but did not entirely avoid, delays. In total, NACO obtained advances of approximately US\$ 3.9 million. In 2019, it received an advance of US\$ 1.4 million from the Immediate Response Account (IRA) – which does not require collateral – and US\$ 0.28 million through Internal Project Lending (IPL) using a USAID grant as collateral. The IPL was used again in 2020 to obtain an advance of US\$ 2.1 million against another USAID grant. These operations took place in the context of the distribution operations described above. In 2022, NACO again had recourse to the IPL, using a grant from the Government of Namibia as collateral, to obtain an advance of US\$ 0.125 million.

134. Distribution activities have similarly been affected by delays, which in some cases affected the effectiveness of pilot activities. Delays that were experienced in the CBT pilot in Omusati and Khomas, discussed in EQ2.1, meant that the effect of mobile payments could not be tested as planned. In Kunene, a one-off cash handout was provided in June 2022, instead of over three months, despite the most pressing needs being at the end of the dry season and during the first rains in October to January. Short delays were also experienced in the food voucher pilot conducted in collaboration with OPM in Kunene and Ohangwena in 2021. The third distribution was delayed by a number of weeks due to procurement challenges. Delays were reported in the procurement of seeds and fertilizers for the NCS. While the inputs could not be used in time, the implementation partner had sufficient resources to find an alternative and store the seeds for the following season, thus limiting the potential negative effect of these delays. Many factors can affect project implementation, but advance planning by WFP and service providers could help reduce the delays.

135. The HGFSF programme has also suffered important delays. The central element of the HGFSF pilots is a cash grant for schools to procure additional food. The grant is in theory transferred from MOEAC to schools every term. However, field visits by the evaluation team highlighted that schools have only received two payments since the start of the pilot in late 2021. The last reported payments in some schools were in February 2022 and in some cases in May 2022. The significant delays are likely to affect the effectiveness of the programme. The problem is related to funding for the HGFSF grants. As of October 2022, MOEAC had not yet contributed its share and was waiting for the new budget to be passed. While the government budget is beyond WFP's control, lack of funding is affecting the programme and – along with the delays in maize distribution described in EQ2.1 – can compromise the results of a programme that seeks to demonstrate the cost-effectiveness of HGFSF.

EQ3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?

Finding 3.2: Targeting and coverage of WFP activities is not well documented over the evaluation period and can therefore not be comprehensively evaluated. However, qualitative data suggest that WFP has targeted vulnerable locations and groups. In some distribution activities, exclusion/inclusion errors were detected.

136. In general terms, the depth and breadth of coverage as strictly defined in the evaluation questions is not relevant to CCS activities implemented by WFP in Namibia. This section explores how WFP interventions with direct beneficiaries across different areas were targeted and whether they were oriented towards serving the most vulnerable.

²¹³ WFP NACO. 2019a. ACR 2019. p 15.

²¹⁴ KIIs.

137. WFP has supported improvements in the targeting of government social safety nets and shock response programmes. The pilot of SCOPE with MGEPEWSW, described in EQ2.1, demonstrated the benefits of a good beneficiary registration system, such as increasing efficiency by helping to prevent double-dipping and other registration problems. WFP has also entered into a partnership with the main telecom operator in Namibia (MTC) to develop an e-voucher registration and delivery system for food distribution. A pilot involving OPM and MGEPEWSW was planned for November 2022.

138. The selection of HGSF schools to be involved in the pilot in ten different regions was made in consultation with MOEAC and regional councils. The selection includes schools located in remote areas and within vulnerable communities. The fact that consultation took place at different levels, as well as the remote and vulnerable nature of the communities selected, demonstrates that targeting was carefully considered. However, it does not appear to have been informed by documented criteria and the evaluation could not establish whether the selection was based on any form of vulnerability assessment and/or considered cross-cutting issues.

139. The selection of food systems projects to be implemented in 13 regions was informed by consultations with regional councils, prior strategic reviews such as the Zero Hunger Road Map, and other policy documents that highlighted the needs of small-scale farmers, particularly those in the northern communal areas.²¹⁵ An assessment was conducted in the Kharas region in 2021, which identified smallholder farmers' needs, and informed food systems projects in the region. There is limited evidence that cross-cutting issues were considered for food systems projects; however, direct observation of field projects confirmed that WFP selected beneficiaries from vulnerable populations and focused on marginalized communities, introducing soup kitchens for undernourished children, targeting women at maternity waiting homes, as well as ART patients and unemployed youth. Moreover, a range of interventions intentionally target women (see EQ2.2).

140. In the distribution activities, WFP used Vulnerability Assessment and Analysis (VAA) data to target the regions affected by drought and/or COVID-19. Subsequently, it consulted with the regional councils to identify vulnerable communities within each region as national VAA systems do not provide enough granularity. When selecting specific communities, regional councils did not follow pre-defined criteria or use data to inform the choice. This opens some opportunities for WFP to strengthen systems at the regional level. Similarly, there is no evidence that cross-cutting issues were considered when defining targeting and coverage at the local level. Beneficiary selection was based on government lists, generally managed by constituency offices and the regional council for health facilities. These lists were not always accurate and caused some inclusion/exclusion errors, despite the verification efforts conducted by implementing partners. Several stakeholders complained about the quality and accuracy of the lists during field visits and described how this can create tensions with beneficiaries and at community level. The quantities provided to households are determined by the Government to ensure consistencies between the Government and donors' assistance to vulnerable populations. As mentioned earlier, a common complaint is that households headed by women received insufficient amounts of food relative to the number of children in their care. Existing lists did not consider care activities performed by women in relation to family members.

EQ3.3 To what extent were the strategies, approaches and activities of WFP cost-efficient?

Finding 3.3: Limited data and the nature of some WFP activities (CCS) make the analysis of cost-efficiency difficult outside distribution activities. Within distribution activities the evidence suggests that CBT is a more efficient modality than food distribution. However, it is also worth highlighting that, even when WFP has sought to introduce and demonstrate more cost-efficient approaches, it has not collected sufficient data to demonstrate that this is the case at the intervention level. The size and geographical dispersion of WFP interventions contribute to increasing implementation and transactional costs.

²¹⁵ Angula & Kaundjua. 2016. The changing climate.

141. CCS activities are an important cost driver of the CSP, but it is not possible to assess cost-efficiency in detail. It is not possible to isolate the cost of specific interventions within the CSP budget as figures are aggregated at the activity level. Moreover, it is also difficult to find comparators due to the diversity of the activities undertaken by WFP (training, policy support, etc.).

142. A more detailed analysis has been performed for Activity 5, which focuses on distribution and for which more data are available. For Activity 5, Table 5 compares the ratio between the costs and the beneficiaries at two levels: planned and actual. The ratio between planned costs and planned beneficiaries is calculated as per the data in the BRs. The ratio between actual costs and actual beneficiaries is calculated based on ACR beneficiary data and actual expenditure. The table also indicates the difference between the actual and the planned value as a percentage. The idea is that the table can provide information about the expected costs of reaching a certain number of beneficiaries and how this worked out in practice.

143. Deviations can be explored to understand different cost drivers. Table 5 shows significant deviations over time. In 2019, a limited number of beneficiaries were reached, but a significant amount of funding was spent. This is explained by the late start of distribution activities (December) and the initial costs of setting up the distribution. In 2020, the planned number of beneficiaries was reached, but total costs were higher than expected. Some interviewees reported greater than expected costs due to the remoteness of some locations, which suggests the existence of a trade-off between efficiency and effectiveness. In addition, a planned CBT did not occur and was replaced by in-kind food assistance, which led to increased food procurement and distribution costs.²¹⁶ In 2021, WFP only delivered CBT. The significant decrease in the ratio between costs and beneficiaries is explained by two factors: (i) a rapid assessment identified fewer beneficiaries than initially forecast; and (ii) there was a funding gap which resulted in fewer funds being distributed.²¹⁷

Table 5 Activity 5 – Ratio between cost and number of beneficiaries, planned and actual

2019 Planned and actual costs and beneficiaries	Planned		Actual	
	Cost	Beneficiaries	Cost	Beneficiaries
	\$ 3,132,387	379,340	\$ 814,261	7,919
Cost per beneficiary (US\$)	\$ 8.26		\$ 102.82	
Difference actual vs planned (%)	+1145%			

2020 Planned and actual costs and beneficiaries	Planned		Actual	
	Cost	Beneficiaries	Cost	Beneficiaries
	\$ 7,204,352	379,340	\$10,155,224	379,340
Cost per beneficiary (US\$)	\$ 18.99		\$ 26.77	
Difference actual vs planned (%)	+41%			

2021 Planned and actual costs and beneficiaries	Planned		Actual	
	Cost	Beneficiaries	Cost	Beneficiaries
	\$ 5,444,673	156,570	\$ 995,624	63,567
Cost per beneficiary (US\$)	\$ 34.77		\$ 15.66	
Difference actual vs planned (%)	-55%			

Note: Cost refers to the implementation plan as of January of the reporting period, which represents the original operational prioritized needs, taking into account funding forecasts of available resources and operational challenges.

Source: CPB Plan vs Actual Report 31 October 2022 and ACRs.

²¹⁶ WFP NACO. 2020a. ACR 2020. p. 21.

²¹⁷ WFP NACO. 2021a. ACR 2021. p. 26.

144. From an efficiency point of view, it is interesting to compare food distribution with CBT activities, particularly because WFP has been advocating and implementing pilots to demonstrate that the latter is a more cost-effective option.²¹⁸ Table 6 provides a comparison of the value of the distributed items to the distribution costs for both food and CBT distributions made under Activity 5. This helps to explore some of the cost drivers and can provide some evidence on the efficiency of the approach. It is probably more accurate to look at the aggregate figures in the final column because some activities started in a given year, but most food procurement and distribution took place later in time. As explained above, limited distribution took place in 2019. Moreover, one of the CBT schemes experienced significant delays due to registration issues (see EQ3.1), which resulted in higher than expected costs in 2021.

145. The figures presented in Table 6 suggest that CBT is indeed a more cost-efficient modality than in-kind food distribution. However, the evidence is not very strong because the difference is not very large (25 percent vs 34 percent), and the fact that the results are mixed across years (e.g. 46 percent for CBT in 2021 compared with 7 percent in 2022). In practice, CBT includes different types of activities. In some cases, vouchers for a food basket were used, while in other cases cash was distributed across communities. Cash distributions were made through the system (Epupa Investment) used by MGEPESW, which is considered expensive as it involves substantial security and transport costs to distribute cash to targeted communities.

Table 6 Comparison of in-kind food distribution with CBT costs, including distribution

Activity 5	2019	2020	2021	2022	Total
Food value (US\$)	668,682	6,795,648	-	-	7,464,330
Food costs (US\$)	77,280	2,229,444	178,404	49,044	2,534,172
Food costs/food value (%)	12%	33%	-	-	34%
CBT value (US\$)	-	-	527,416	577,972	1,105,388
CBT costs (US\$)	-	-	241,489	38,676	280,165
CBT costs/CBT value (%)			46%	7%	25%

Source: CPB Plans vs Actual Report 31/10/2022

146. WFP has not collected sufficient data to conduct any form of efficiency analysis for some activities, despite efficiency being an important objective for WFP. For example, the team could not find any cost calculations in relation to CBT or food distribution made by WFP, either in general or at the individual intervention level, although one of the stated objectives of CBT pilots was to demonstrate the cost-efficiency of the approach. In addition, the HGSF programme sought to demonstrate that the benefits outweigh the additional costs, while food systems pilots often aimed at demonstrating ways to increase access to food and economic opportunities for vulnerable communities. However, these activities did not include in their design a monitoring plan that would ensure relevant data were collected from the beginning (e.g. production, income, sales, cost of transport), so that the results and effects could be adequately documented. Moreover, food systems projects lacked clear design guidelines or requirements (e.g. material, design specifications or size) to facilitate comparison across projects and locations or define optimal sizes in relation to the number of beneficiaries.

147. WFP has implemented some strategies to increase efficiency, but these were generally of an ad hoc nature. For example, WFP and UNFPA coordinated distribution activities (food from WFP and hygiene kits from UNFPA) to increase efficiency. Similarly, WFP engages in joint procurement with other United Nations agencies for the provision of common services or goods. The evaluation could not collect sufficient evidence to assess the use of alternative approaches to increase efficiency at a programmatic level. The design of interventions and their location are not well documented (see EQ3.2) and the evaluation could not identify specific examples or practices.

²¹⁸ WFP. 2022b. *Cash and In-Kind Transfers in Humanitarian Settings. A Review of Evidence and Knowledge Gaps*. See also: Bailey, S. and Pongracz, S. 2015. *Humanitarian Cash Transfers – Cost, Value for money and economic impact*. Background Note for the High Level Panel on Humanitarian Cash Transfers. Overseas Development Institute.

148. The geographical dispersion of WFP activities has implications for the efficiency of WFP interventions. While it is important to acknowledge that geographical dispersion is driven by government requests and responds to needs, WFP is running projects across the whole country (see Annex V) from one office located in Windhoek. Compared with a more concentrated geographical focus, the dispersion of interventions implies higher implementation costs – for example, in terms of identification or monitoring missions. It also increases reliance on third parties for the provision of some services. It is not clear what alternative arrangements are possible and these would need to be carefully evaluated in relation to needs and government priorities. Nonetheless, it is possible to discuss some options. In a context where dispersion is likely to remain, it would be interesting to explore options for remote/digital monitoring systems to collect or share data collected locally. With disperse projects, bringing WFP closer to the projects (e.g. through a field office) is not an alternative because it would increase fixed costs and would only decrease transactions costs for nearby projects. In the longer term, WFP could try to increase efficiency through a more integrated approach to planning. For example, as explained in paragraph 81, there is the need for increased synergies between activities (e.g. HGSF and food systems), which would in turn lead to greater concentration and efficiency. For example, this would facilitate joint monitoring. In addition, WFP could also try to prioritize certain regions, although this would require a concerted effort and dialogue with other stakeholders.

EQ4: WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE COUNTRY STRATEGIC PLAN?

EQ4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?

Finding 4.1: WFP has actively pursued funding opportunities. However, the availability and nature of funding has affected the implementation of the CSP. Funding has been unpredictable, not flexible (earmarked), and not evenly distributed across the SOs and activities in line with needs. WFP has successfully managed to deal with some of these challenges, bridging across CSP activities and earmarking to implement some coherent projects with funding from different sources. New partnerships are being explored by WFP with some success already in mobilizing resources from the Government.

149. As of the end of October 2022, allocated resources to the CSP were US\$ 21 million, which represents 50 percent of the needs-based plan (NBP) (see Table 2).²¹⁹ Activity 6 (nutrition) and Activity 8 (supply chain and digital services), which were introduced in the latest BR, together with Activity 7 (food systems), have the largest shortfall. Activity 1 (social safety nets), Activity 3 (hunger-related policy and DRM) and Activity 5 (assistance to people affected by shocks) also show a significant shortfall in relation to the NBP.

150. Funding has been generally unpredictable and the ability of WFP to raise funding in Namibia has been limited outside the years marked by the emergency appeal for the drought. Figure 9 shows the annual breakdown – and the cumulative trend – of the NBP, the implementation plan and the funding confirmed by donors and the Government. It shows that, for most years, confirmed funding is substantially lower than the NBP and, more importantly, than the implementation plan, which is supposed to be based on realistic funding forecasts. In 2017, funding was significantly higher than expected as a result of a US\$ 1.5 million grant from Russia that consisted mostly of in-kind food for the school feeding programme.²²⁰ In 2020, confirmed donor funding was also quite high as a result of the drought appeal. In the other years (2018, 2021 and 2022 up to October), funding as a share of the NBP was around 30 percent. In 2019, the share was slightly higher at 40 percent. In fact, the gap between funding and the NBP and the implementation plan increased in 2021 and 2022, suggesting that WFP is struggling to secure resources.

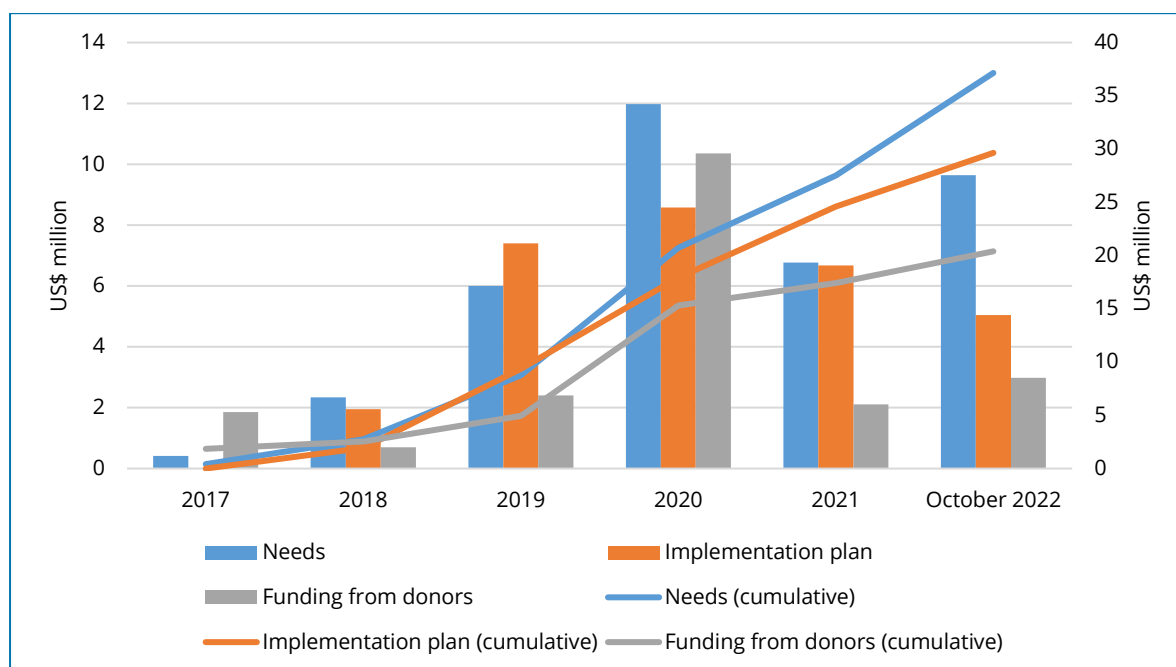
151. There is limited official development assistance (ODA) available for Namibia, but WFP is actively pursuing funding opportunities and exploring new partnerships. In 2022, it confirmed US\$ 2.98 million in

²¹⁹ EV_CPB_Resources_Overview (extracted 31.10.2022).

²²⁰ Based on data facilitated by NACO, 15 October 2022.

contributions and forecast a potential US\$ 6.5 million,²²¹ although the total sum was unlikely to materialize before the end of the year. A further US\$ 2.5 million are forecast for 2023. This is a substantial amount of funding given that Namibia is a small UMIC country and development funding is limited (see section 1.2). Several stakeholders recognized that WFP has been particularly successful in attracting funding compared with other actors and United Nations agencies. WFP has managed to attract resources from the Government and over the life of the CSP this has amounted to a total of US\$ 1.18 million.²²² This includes funding from MAWLR to help implement NAMSIP, supported through a loan from the African Development Bank. The forecasts for 2022 included a further US\$ 3.45 million from four different ministries. WFP has also started engaging and developing partnerships with the private sector,²²³ but substantial funding has not yet materialized and existing collaborations have generally been supported with grant resources (i.e. service providers in food systems projects, or the work being conducted by Lithon or Burmeister & Partners). A model in which WFP can engage with the private sector without funding from third parties is yet to emerge. Building on the Resource Mobilization Strategy drafted in 2022,²²⁴ there is scope to be more ambitious by looking further ahead (the current document ran until the end of 2022) and making a stronger link with existing partnerships.

Figure 9 Funding flows, needs-based plan and implementation plan 2017 to October 2022, annual (bars) and cumulative (lines), US\$ million



Source: CPB plan vs actual 31 October 2022 and NACO 15/10/2022. Figures exclude indirect support costs

152. Earmarking, combined with the limited number of sources of funding, affects the flexibility and sustainability of operations. As shown in Figure 10, 72 percent of CSP contributions are earmarked at activity level, and a further 10 percent are earmarked at the SO level. Only 18 percent of CSP contributions are fully flexible and a significant share has arrived from WFP headquarter allocations to Namibia. WFP has successfully managed to deal with some of these challenges, bridging across CSP activities and earmarking to implement some coherent projects with funding from different sources (e.g. in food systems). Funding is heavily concentrated on a few donors (see Figure 6) and there is limited diversity in the sources of funding. Over the period 2017–2022, the CSP has received contributions from 13 different sources. In any given year,

²²¹ Based on NACO data, 15 October 2022.

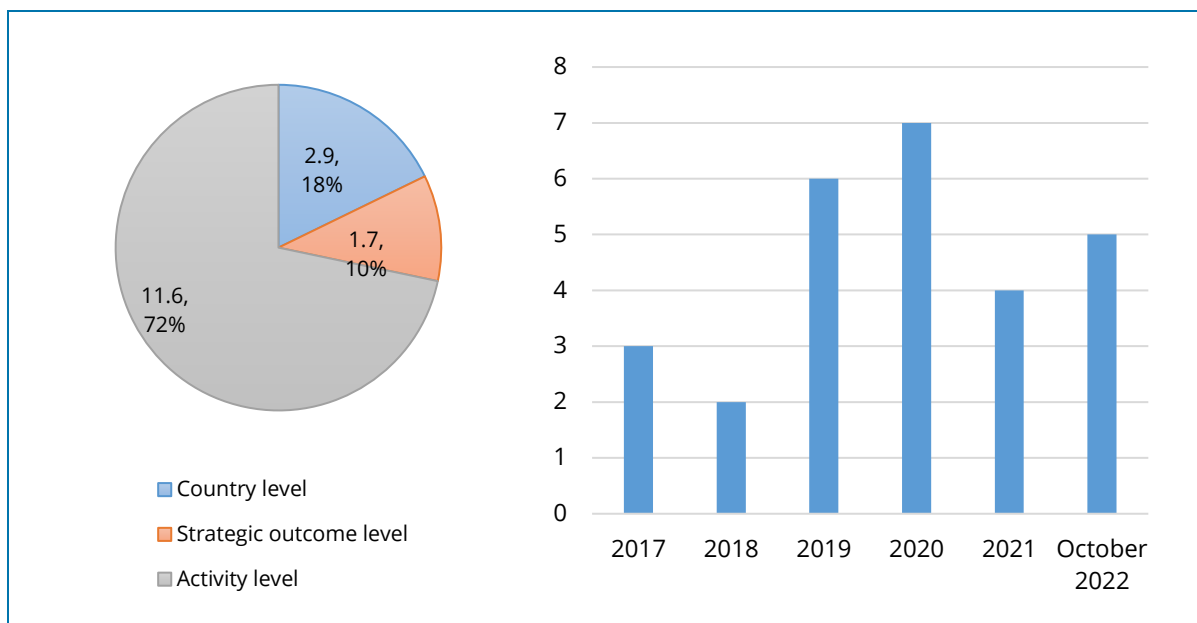
²²² Grant data facilitated by NACO.

²²³ WFP NACO. 2022d. PSCP.

²²⁴ WFP NACO. 2022c. *Draft Resource Mobilization Strategy*.

the maximum number of sources is seven (2020), but it has often been below this number. It is also very uncommon for any given donor to provide funding over several years (only Japan and USAID for emergency response), but if a donor does, it often pursues slightly different objectives. In the context of earmarking, the limited sources of funding further restrict the ability of NACO to fund some activities. There are also risks to the sustainability of operations in the long term. This underscores the importance of continued efforts by NACO to diversify and explore new partnerships.

Figure 10 Earmarking of CSP contributions (left, US\$ million) and number of CSP donors per year (right)



Sources: Earmarking Namibia 2017–2023, 31 October 2022 and NACO

EQ4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?

Finding 4.2: NACO M&E systems provide a partial picture of the results and contributions of WFP's CSP work, in part due to weaknesses in corporate indicators, as in the case of CCS. Learning from CSP implementation has remained challenging due to the absence of a consistent approach to M&E across interventions, some of which lack baselines and/or a comprehensive monitoring framework. Knowledge management and data collection and analysis on cross-cutting issues have not received sufficient attention from the country office.

153. At the institutional level, the WFP Corporate Results Framework (CRF) in place during CSP implementation presents some gaps in relation to CCS.²²⁵ Interviews with stakeholders and the review of M&E data conducted for the evaluability assessment (see Annex IV) show that the CCS indicators in the CRF are not particularly useful to understand what has been achieved by WFP. In 2018, the RBJ conducted a mission to Namibia and shared some recommendations to develop CCS indicators for the CSP, but these recommendations have not benefited from follow-up.²²⁶

154. Interviews underscore the significant burden of CRF reporting requirements on NACO. Institutional reporting requires significant time and dedication to comply with, especially in the Namibian context where the WFP office is small compared with other settings and the CSP covers a diverse range of activities. At the

²²⁵ WFP NACO. 2019b. CSP MTR.

²²⁶ WFP RBJ. 2018. *Monitoring Support and Oversight Mission Report Namibia, 8–12 October 2018*.

same time, interview feedback highlighted that the time dedicated to compliance effectively limits the resources available for other tasks, such as more detailed analysis of certain areas in order to inform knowledge generation, management decisions and programme design. These challenges persist despite the significant number of positions with M&E functions.²²⁷ NACO is currently exploring alternative options to strengthen the M&E function, including a smaller unit with better defined priorities that could be supported through third-party monitoring.

155. WFP has not always integrated M&E well during project design, making it technically difficult and time-consuming to collect information. For example, food systems projects were launched without an integrated M&E plan, which would have allowed the country office to follow and understand progress in this new area of work. During field visits, the evaluation team saw good practices in some of the projects (e.g. data collection on production, prices, income), but noted that the data were not being shared with WFP by implementation partners. The evaluation also noted that baselines have been conducted well into the implementation process. For example, research for the HGSF baseline was being conducted in October 2022, one year after the programme had been launched. This presents challenges from a methodological perspective because the baseline dataset is already affected by project implementation.

156. The CSP Mid-Term Review (MTR) conducted in 2019 underscored limitations in relation to the use of evidence to inform activity design²²⁸ and this evaluation noted significant gaps in information and record keeping by the country office, which, in conjunction with staff turnover, has led to a loss of institutional memory and contributed to weak institutional learning. The volume of analysis undertaken by the country office is relatively modest in comparison with the number of interventions. For example, documentary evidence in relation to distribution activities is limited to two quarterly monitoring reports in 2020 and an oversight mission and post-distribution monitoring (PDM) in 2022.²²⁹ In some areas, analysis has fallen substantially short of providing a sufficiently comprehensive picture of implementation progress and there has been a very limited focus on learning. For example, a PDM report from a 2022 emergency intervention does not break down the data by type of intervention, making it difficult to interpret the results in locations where two modalities overlapped.²³⁰ Similarly, in the important area of food systems, data collection has focused mainly on beneficiary numbers involved with limited attention to analysing the effects of the work.

157. Data on cross-cutting issues presents weaknesses and does not provide a good quantitative overview of WFP progress towards CSP and UNPAF objectives over time. As explained in Annex VIII, there are almost no data on cross-cutting issues available from before 2020 and the data presented in the 2020 and 2021 ACRs are not comparable. Gender disaggregation of data has not been systematically pursued. For example, NACO collects gender-disaggregated data on distribution activities; however, no such data are available for training of beneficiaries in CCS activities. There are also opportunities to do more in-depth analysis for the purpose of learning and informing programme design and adjustments, including on underlying drivers of gender differences. For example, the PDM report 2022 does not provide an analysis of why the share of women making decisions about household resources shows significant differences from one region to another.²³¹

²²⁷ As of February 2022, there were seven positions with an M&E role distributed across two different units in the NACO Organigram, February 2022.

²²⁸ WFP NACO. 2019b. CSP MTR. p. 97.

²²⁹ WFP. 2022g. PDM.

²³⁰ Ibid.

²³¹ Ibid.

EQ4.3 How did the partnerships and collaborations with other actors influence performance and results?

Finding 4.3: During the CSP implementation, WFP successfully developed strategic partnerships as well as new partnerships with the Government and the private sector. Successful communication by WFP has helped to raise the profile in the country. Some partnerships, especially with the private sector, are too recent to see significant aggregated effects on implementation or performance. The current number of partnerships generates a substantial workload for NACO and there is scope to improve partnership management in some areas.

158. The number of active partnerships is quite large. It includes the Government (different ministries and directorates within each ministry), development partners (donors, United Nations agencies), implementing partners (NGOs) and private sector (both as service providers and as strategic partners). WFP interviews and planning documents underscore the importance of these partnerships to the implementation of the CSP. As explained in EQ1.3, new partnerships also seek to facilitate fundraising and provide additional capacity that might not be available within WFP. However, to date engagement in these partnerships has been organically driven by, on the one hand, existing engagements and, on the other hand, by emerging opportunities, and has not been guided by a comprehensive partnership strategy. A Partnership Action Plan was introduced in 2017, but it has not been updated as the CSP evolved over time. The document is also not strategic enough in the sense of mapping key actors in different areas nor does it capture results or lessons learned in the process.²³² The Private Sector Plan approved in 2022 maps the different roles and motivations for expanding partnerships with private actors and has helped to structure engagement, but it is an initial plan that does not set time-bound objectives and prioritizes efforts.²³³

159. Following BR05, NACO has expanded partnerships, especially with the Government and the private sector. Many of the new partnerships are related to food systems. New partnerships are visible in the funding forecast for 2022, which forecasts prospective funding from five different ministries. At the time of writing, funding had materialized from one of these ministries (see EQ4.1).

160. Cooperation with private sector actors in the implementation of food systems projects is an emerging area of partnerships. Some limited collaboration with private sector and academia took place before 2020. For example, WFP collaborated with the Namibia University of Science and Technology in the development of the HGSF model, and provided food safety and quality support to Namib Mills, which was contracted by MOEAC to fortify and process the Russian wheat into pasta.²³⁴ Following BR05, WFP started working with service providers to implement food systems projects, which enabled NACO to establish several food systems project sites across the country in 2022. Partnerships with private sector partners, such as Lithon, Burmeister & Partners and MTC, are still in the early stages of collaboration and there is limited information to help evaluate their contribution to the CSP. As discussed under EQ4.1, some private partners have required WFP to contribute resources for project planning, and depend on external funding for these anticipated projects to eventually get off the ground and be sustainable. Other partnerships, especially those with the private sector and government departments such as the NCS, can raise reputational risks. Reputational risks are currently not included in the NACO risk register. WFP has complemented the partnership work with a strong presence in the media. New partnerships, in particular, tended to feature in the main national media, both online and in print.²³⁵ Key events organized or supported by WFP also attracted significant media attention.²³⁶ Interviews with external stakeholders revealed that WFP communication has been particularly successful at raising the profile of WFP in the country and making it a known brand.

²³² WFP NACO. 2017b. *Partnership Action Plan 2017*.

²³³ WFP NACO. 2022d. PSCP.

²³⁴ WFP NACO. 2018a. ACR 2018. WFP NACO. 2019a. ACR 2019.

²³⁵ See, for example: <https://www.namibian.com.na/6220979/archive-read/WFP-MobiPay-sign-deal-on-e-commerce-solutions>; or <https://www.thebrief.com.na/index.php/news/namibia/item/1289-mtc-wfp-ink-partnership-agreement>.

²³⁶ Celebration of World Food Day was broadcast on TV news.

161. In an office implementing a CSP with numerous partners, a small budget and multiple activities, the number of partnerships poses a significant strain on human resources. Interviews with key partners have revealed some instances where it was felt that WFP did not devote sufficient time and resources to manage the partnerships, which in turn has affected funding opportunities (when the donor did not perceive sufficient interest from WFP) and project sustainability. Building on the experience from different partners, the factors seen as affecting the effectiveness of partnerships were:²³⁷ (i) lack of consultation and collaboration in project design resulting in poor ownership by the partner or limiting the ability of the partner to support and internalize the process in the workplan, dedicate staff time and benefit from the outcomes of the project (e.g. lesson learning); (ii) frequent staff changes and breaks in service that affected existing relationships; (iii) failure to acknowledge donor support in public communications by WFP; and (iv) lack of exit strategies or failure to continue support.

EQ4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?

Finding 4.4: While human resources (HR) have expanded in the course of the CSP, and gender balance has improved, the volume of short-term contracts and high staff turnover have affected implementation. Furthermore, the appropriate technical profiles needed to deliver the CSP were not always in place. At the time of the evaluation, NACO had embarked on a revision of the staffing structure for the office.

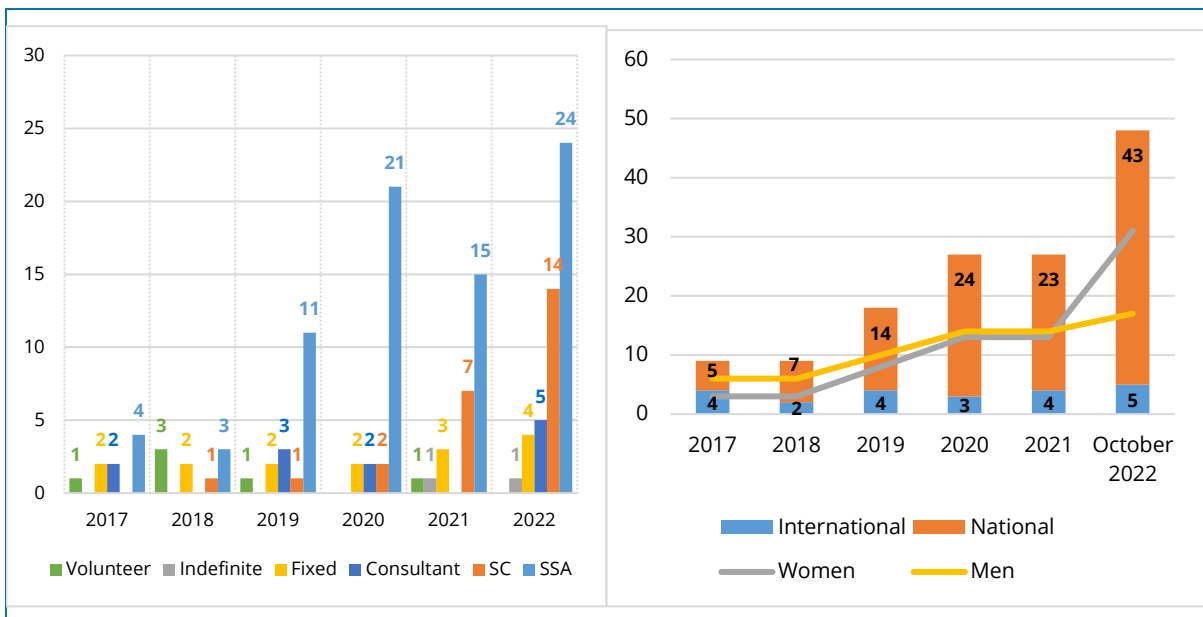
162. NACO staff numbers have grown significantly as the CSP expanded. In 2017, there were nine members of staff in total; as of October 2022, the office had a total of 48 staff members (see Figure 11). These figures count all people employed during the year. The gender balance has improved over time. At the start of the CSP, only one-third of the office were women. In 2020, the distribution was relatively balanced (48 percent women, 52 percent men) and in 2022, 65 percent of the staff were women. Reliance on local staff has also increased over time with the number of international staff remaining relatively stable as the size of the office increased.

163. Short-term contracts and high staff turnover were reported in interviews to have had a negative impact on CSP implementation. As shown in Figure 11, as the office expanded in 2019 and 2020, most of the staff were on special service agreement (SSA) contracts, which are signed for a maximum of eleven months and require a one-month break in service at the end. Short-term contracts have resulted in: (i) lower staff retention, as people look for more stable opportunities; (ii) capacity and implementation gaps, as staff had to stop working for a given amount of time, often beyond the one-month minimum due to budget constraints; and (iii) partnerships being affected, as relationships were put on hold or interlocutors changed.²³⁸ NACO is making efforts to correct this. In 2021 and 2022, there has been an increase in service contracts (SC), which can last up to three years and provide a more stable HR structure for the office. Some of these gains are partially offset by an increasing reliance of consultancy contracts, although some of these contracts cover specific shorter-term capacity gaps.

²³⁷ Based on KIIs.

²³⁸ Based on KIIs.

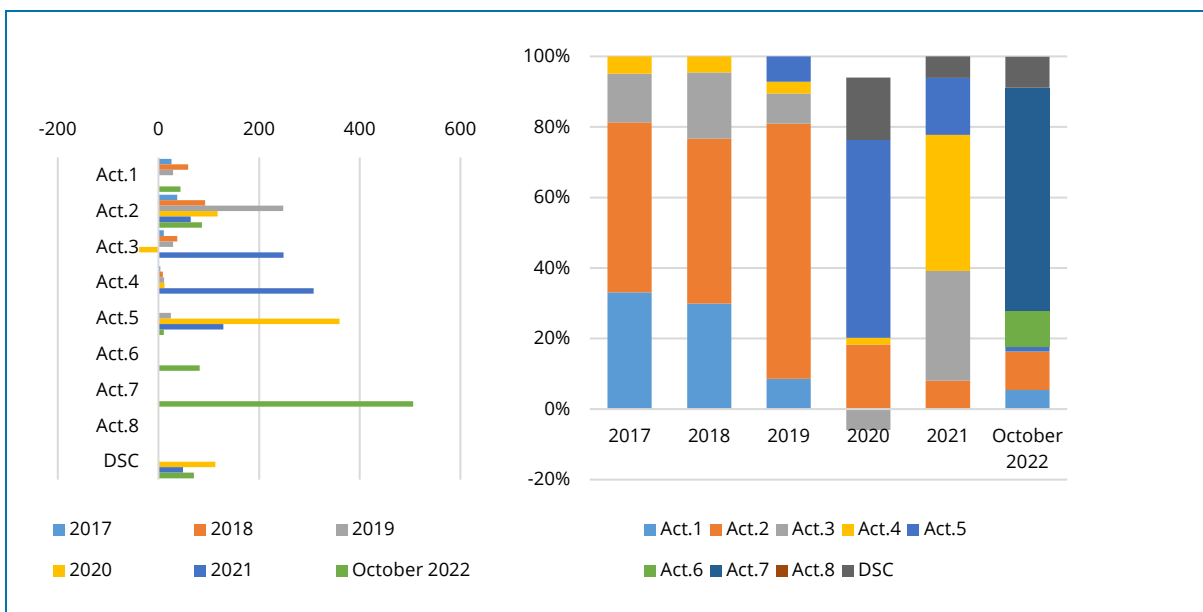
Figure 11 WFP NACO annual staff levels by type of contract (left), nationality and gender (right)



Source: WFP NACO data

164. Budget constraints help explain some of the challenges in relation to the HR structure and have required intensive management. As shown in Figure 12, staff costs are not evenly or even proportionally distributed by activity size. In the period 2017–2019 this seems to be the case, but since then staff costs have been allocated mostly to one or two activities following funding trends. In 2020, for example, close to 60 percent of staff costs were charged to Activity 5 (shock response). In 2022, over 60 percent of staff costs were allocated to Activity 7, introduced in 2021. Remarkably, some activities show no staff costs for some years (e.g. Activities 1, 3 and 4 have no staff costs in 2022). In practice, this reflects the efforts of WFP to support the existing staff structure in a context of budget constraints and limited funding flexibility (see EQ4.1).

Figure 12 WFP staff costs by activity and year in US\$ '000 (left) and as % of total costs (right)



Note: DSC = direct support costs

Source: CPB vs Actuals Report, 31 October 2022

165. There is evidence of some mismatches between the available capacity, technical profiles and contract modalities needed to deliver the CSP. CSP implementation requires a complex set of skills, especially at programme level, from advocacy and interpersonal skills to engage with partners at a high level, to technical expertise on agriculture and farming (irrigation, storage, or IT and digital systems). While some capacity can be externalized to service providers, in-house capacity is needed to design terms of reference (ToRs), and monitor implementation. Frequent breaks in HR contracts have further adverse consequences. mix needed by the CSP requires careful management to combine and match individual skillsets to activity needs. Gaps in project management and administration were noted by the evaluation team. Across different areas, a system to define project goals/objectives (for example, a simple Excel file), project planning and an implementation schedule with expected outputs/deliverables is missing and makes it challenging to ensure that objectives are met. In turn, this has implications for accountability and oversight. As this evaluation was being conducted, NACO had embarked on discussions to review and define a new staffing structure for the office. NACO management showed awareness of some of the existing challenges and needs. At the administrative levels, some gaps were recorded by an RBJ oversight mission in August 2021 and NACO developed and started implementing a training plan.²³⁹

166. There is scope to reinforce NACO's capacity on gender and cross-cutting issues. Interviews with WFP staff reveal that different staff have held gender focal point responsibilities for short periods of time. Staff were relatively senior within the organigram, but gender responsibilities had not been budgeted for and staff job descriptions and functions had not been revised to ensure that sufficient time could be dedicated to the job. According to NACO staff, they have not received gender training beyond online WFP training modules. RBJ is in fact running a Gender Transformation Programme, but NACO is not part of it. Joining the programme would trigger a gender assessment of NACO. In general terms, levels of awareness of other cross-cutting issues beyond gender are low and staff often simply follow what might be required by WFP guidelines (e.g. in terms of distribution monitoring), but do not consistently integrate cross-cutting aspects into project design and implementation. Some small-scale training on disability was conducted in 2022, but it focused more on HR considerations, rather than programme design.

167. There might be options to explore alternative or innovative approaches to deal with some of the HR challenges experienced by the country office. In the areas of M&E, there are discussions within NACO about the use of third-party monitoring. Similarly, it seems WFP has also been able to access capacity through some of the partnerships created to support the implementation of government programmes (e.g. the Egyptian technical assistance mission to MAWLR or the procurement expert supporting the implementation of the NAMSIP project).

EQ4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

Finding 4.5a: Over the evaluation period the CSP has seen significant adaptations to adjust to changes in context and evolving needs requiring considerable agility on the part of the country office. The strategic shift WFP sought with the CSP was negatively affected by a number of factors: (i) changes were not always followed through with adequate articulation of how different activities contribute to broader objectives; (ii) attention to a number of design, implementation and monitoring elements has been inconsistent; and (iii) it was not always possible to match staffing profiles and skills with the needs of the interventions.

168. As discussed in previous evaluation questions, WFP has adjusted the CSP to the context and shifted the focus of CCS to food systems and more downstream activities. With BR05, WFP was able to successfully make a strategic shift in a short period of time with all the changes this entailed, such as mobilizing resources and building new partnerships for some of the new activities.

169. The shift created a significant strain on NACO and some elements of the transition received insufficient attention or could not be adapted to quickly enough. Thus, the design of CCS interventions in some areas has not been guided by a clear theory of change or intervention logic. As described in the

²³⁹ WFP RBJ. 2021a. *Namibia Oversight Mission Report 30th August to 3rd September 2021*. Updated 15 October 2021.

response to previous evaluation questions, it is not always clear how different activities (e.g. food systems projects) link to each other and contribute to broader strategic outcomes.

170. Moreover, the downstream activities that support these strategic changes were given insufficient attention. M&E and knowledge management processes have not been uniformly consistent and robust. Similarly, as described in EQ4.4, it takes time to adjust staff capacity and roles in line with the required technical profiles. The approach to capacity strengthening by NACO has not always been informed by systematic capacity assessments, with implications for the implementation of certain activities. In some cases, critical gaps and bottlenecks were not given sufficient attention in the design. For example, inefficiencies in government procurement of the maize blend used for school feeding or staffing levels at WFP have affected interventions such as HGSF.²⁴⁰

Finding 4.5b: WFP’s strategic shift from direct food assistance to capacity strengthening in support of government partners has been constrained by funding limitations and recent caps on public spending and employment of civil servants.

171. As discussed in EQ4.1, there is limited funding from development partners available in Namibia. The challenging funding context has affected the implementation of the CSP. Moreover, since 2017, the Government has imposed a freeze on filling non-key government positions to reduce the burden on the civil service.²⁴¹ This has affected the staffing and capacity of government departments that WFP has been working with – such as the OPM or MEAC – and has prevented the transfer of knowledge to new staff as positions have often been left vacant. Spending constraints have affected the delivery of cost-intensive services, such as school feeding, which involve the procurement and delivery of food to multiple locations in a large country with a low population density. In real terms, the Government’s budget has increased by 9 percent from N\$ 56.43 billion in financial year 2017/18 to N\$ 61.6 billion in 2022/23.²⁴² However, this increase has been moderate, and global fuel and food prices have increased at a higher rate due to external drivers such as COVID-19 and the Ukraine conflict.

²⁴⁰ See Annex VI.

²⁴¹ RON. 2017a. Budget Statement. 8 March 2017. RON. 2022a. Budget Statement (Version 1.0). <https://mof.gov.na/documents/35641/36583/Republic+of+Namibia+2022+Budget+Statement+.pdf/63f96186-38cf-7dda-d060-02ed5d242f79>

²⁴² Ibid.

3. Conclusions and recommendations

CONCLUSIONS

172. **Overall assessment:** The Namibia CSP has brought a strategic change in WFP's focus areas and increased alignment with government priorities, while providing a flexible framework to adapt to changing needs. The CSP also facilitated strategic thinking about partnerships and funding opportunities. The CSP has delivered some significant benefits for the Government of Namibia, and ultimately affected populations, by contributing to building government capacity (and piloting innovation) to developing the policy framework around areas such as social safety nets and disaster risk reduction and management. WFP was also instrumental in integrating a food systems approach into government policies. Besides external factors, which are beyond the control of WFP, differences in performance can be explained by a combination of internal factors related to budget limitations, human resources, intervention design, M&E and knowledge management, which hindered the achievement of expected outcomes. These key issues are unpacked in the detailed conclusions that follow.

173. **Conclusion 1:** As a planning and management framework, the Namibia CSP was aligned with government priorities and proved relevant to government and beneficiaries' needs. It was also flexible and responsive to changes in the needs that emerged over the lifetime of the CSP, which required considerable agility. For example, WFP was able to re-orient and provide effective support for emerging humanitarian needs following government requests. In this regard, the findings confirm the ToC assumption around alignment of CSP activities with government needs and priorities. However, WFP's strategic shift from direct food assistance to capacity strengthening of government partners has been constrained by funding limitations and national financial and human capacity constraints.

174. **Conclusion 2:** When looking at what WFP has achieved during the implementation of the CSP over the evaluation period, performance is variable depending on the area and type of intervention. WFP's response to external shocks, including drought and COVID-19, has been aligned with needs and is mostly effective, improving food consumption for affected populations and making strategic use of the shock response to build national supply chain capacity. WFP also made a significant contribution to the development of the policy framework in relation to social safety nets, and helped build national capacities and develop new tools and approaches in both this area and the area of disaster risk reduction and management, as well as being instrumental in integrating a food systems approach into government policies. However, efforts in school feeding (Home-Grown School Meals) and the food systems pilots (linking smallholder farmers to sustainable markets) have yet to show results. Timeliness was mixed, with delays in some cases reducing the relevance and utility of assistance. The introduction and demonstration of more cost-efficient approaches have suffered from inadequate data collection and use.

175. **Conclusion 3:** Financial resources for CSP implementation were an important constraint over the evaluation period. Funding was often insufficient and fragmented across activities due to earmarking, which has remained the norm during the implementation of the CSP, and Namibia's UMIC status continues to contribute to a challenging funding environment with significant competition for funds, despite efforts to diversify partners and funding sources. The ToC assumption around WFP capacity to access sufficient stable and flexible of funding did not prove accurate. At the same time, the size and geographical distribution of WFP interventions contribute to increasing implementation and transactional costs.

176. **Conclusion 4:** Concerning NACO staff, there were high levels of turnover and some capacity gaps in relation to needs, as the CSP expanded and evolved. NACO management is making efforts to adjust the HR structure of the office, but it has been difficult to secure funding and retain key staff. NACO has tried to find innovative solutions with some success in attracting technical resources from other countries, such as Egypt, and exploring opportunities with the private sector. In the longer term, the challenge is not only to achieve an appropriate staffing structure with the right skills set for the country office and the ambitions of the new CSP, but also to secure sustained funding for the key positions that are needed to allow for consistent implementation of the CSP. These challenges relating to stable and sufficient levels of staffing

led to the evaluation's conclusion that the ToC assumption about having the right structure and staffing in place is not fully supported.

177. **Conclusion 6:** WFP prioritized gender considerations by promoting women's participation in projects and decision-making groups, but it has not been fully mainstreamed across the CSP portfolio due to insufficient resources. e.. Other cross-cutting issues, such as protection and accountability to affected populations, received less attention. WFP's Namibia country office received support from RBJ, but it was not sufficient to ensure that cross-cutting issues were mainstreamed during CSP implementation. WFP contributed to the humanitarian–development nexus through providing capacity strengthening for early warning systems and engaging to address the climate–water–energy–food nexus, although planning does not consistently integrate humanitarian action with long-term development cooperation.

178. **Conclusion 7:** WFP Namibia has recognized the importance of new partnerships and has successfully diversified the number and type of partners during CSP implementation, especially since 2021. It is also actively exploring new innovative types of partnerships (e.g. with the private sector). Strong communication work has supported this process and helped to position WFP as an important partner in certain areas, such as food systems. While partnership efforts have been guided by the CSP and some strategic thinking around certain stakeholder types (e.g. private sector), WFP has not yet reflected this in a partnership strategy with clear and measurable objectives. The findings of the evaluation mostly confirm the ToC assumption around the ability of WFP to put in place appropriate partnerships. Coordination and management of partnerships have required a significant investment in terms of WFP staff time and effort, putting additional pressure on human resources.

179. **Conclusion 8:** Weaknesses in M&E and knowledge management limited WFP's ability to report on and learn from CSP implementation. The existing corporate indicators and procedures did not fully meet the requirements in Namibia, especially in relation to CCS, hindering effective monitoring, evaluation and learning in this area. Competing priorities and financial constraints faced by WFP in Namibia also brought tensions between responding to an expanding set of (often urgent) needs and making a large investment in M&E capacity. Furthermore, knowledge management systems have been inadequate to preserve and store the evidence so that it can be used when designing future interventions. As a result, both the ToC assumption around the quality of the M&E function and its contribution to learning and the assumption related to the mobilization of sufficient technical expertise are not fully sustained by the evaluation findings.

180. **Conclusion 9:** The sustainability of WFP operations in Namibia has sometimes been limited by insufficient consideration of synergies during project design. While WFP in Namibia has used evidence to inform CSP design and interventions, it has not always been able to map synergies across interventions – for example, through the use of intervention logics – and understand how these can contribute collectively to broader goals, including when working with partners in areas such as CCS. Moreover, there are cases where the performance of WFP work on CCS, the main focus of the CSP, has been affected by a limited assessment of capacity gaps to guide the design of WFP interventions. Looking across the evaluation findings, the ToC assumption on the relevance of CCS activities to capacity gaps is partially confirmed.

RECOMMENDATIONS

181. The recommendations are presented in the table below. Annex IX maps the recommendations against the conclusions and findings. Recommendations have been divided by grouping. Operational recommendations refer to aspects that have to be integrated into the routine operations of WFP. Strategic recommendations are of a higher-level nature, often related to planning.

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
1	Enhance strategic planning, activity design and project implementation.	Operational	Country office	Regional bureau (programme unit)		
1.1	Undertake a capacity needs assessment in key areas of country capacity strengthening to identify existing gaps and potential bottlenecks that should be taken into account during project design or targeted during implementation.	Operational	Country office		High	January 2024
1.2	Considering funding and capacity challenges, the country office should be selective and coordinate closely with partners when engaging in country capacity strengthening interventions. This would help to manage the impact of funding constraints.	Strategic	Country office		High	January 2024
1.3	As part of the design of the next country strategic plan, develop an intervention logic for the various areas of country capacity strengthening, articulating the main objectives and how interventions contribute – individually or collectively – to those objectives. The country capacity strengthening mapping used in this evaluation (provided in annex VI of the full evaluation report) could be used as a model.	Operational	Country office		Medium	February 2024
1.4	With a view to the design of the next country strategic plan, explore the options for developing a simpler country strategic plan structure that contains fewer activities, provides more flexibility for implementation, simplifies management and reporting, increases internal coherence and reduces geographic dispersion. The option	Strategic	Country office	Regional bureau	Medium	March 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
	of a “dormant” strategic outcome on emergency response could be explored as a way of facilitating country strategic plan adjustments in the event of unexpected shocks.					
1.5	Given the challenges in the funding of core positions, WFP should explore options for dealing with human resource-related capacity constraints in Namibia, in consultation with the regional bureau and headquarters. This problem is also likely to affect other country offices focusing on country capacity strengthening in similar settings. For example, explore cost-sharing agreements with other country offices in the region, and ways of obtaining greater access to capacity within WFP through centres of excellence or other structures and departments.	Operational	Country office	Regional bureau and headquarters	High	March 2024
2	5. Strengthen knowledge management and monitoring and evaluation systems and ensure that the evidence generated by those systems contributes to improving future activity design and facilitates linkages with country capacity strengthening objectives.	Operational	Country office	Headquarters and regional bureau		January 2024
2.1	6. Increase evidence generation and make it more effective by integrating a monitoring and evaluation plan into each intervention at the design stage, linking it to indicators from the corporate results framework where feasible. The plan should indicate what evidence to collect, by whom, how often and for what purpose.	Operational	Country office		High	February 2024
2.2	7. Develop standard operating procedures for knowledge management indicating the documents to be generated during the project cycle (proposals, reports, monitoring, etc.) and how those documents should be stored. At the activity level, the standard operating procedures should be part of the monitoring and evaluation plan described under sub-recommendation 2.1.	Operational	Country office		Medium	January 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
2.3	8. Strengthen the monitoring framework for country capacity strengthening by exploring the opportunities provided under the new corporate results framework and start to explore country specific indicators, building on the experience of other countries and keeping in mind the next country strategic plan. This is a sizeable task that cannot be undertaken by the country office alone and requires support from other WFP offices.	Operational	Country office	Headquarters and regional bureau	High	March 2024
2.4	Explore the options for increasing efficiency in monitoring and evaluation. In the meantime, increase the implementation efficiency of geographically dispersed activities by following alternative approaches such as joint monitoring and supervision missions or increased reliance on community-based monitoring.	Operational	Country office	Regional bureau	Medium	May 2024
2.5	Given the predominant focus on country capacity strengthening in Namibia, the context and the size of the country office, in consultation with the regional bureau and headquarters, the country office should explore the trade-offs between corporate reporting to headquarters and the value-added by, and resources available for, a more tailored analysis of evidence at the country level.	Strategic	Country office	Headquarters and regional bureau		May 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
3	Continue building partnerships in a strategic way that maximizes their contributions to the country strategic plan and broader strategic goals.	Strategic and operational	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)		January 2024
3.1	Develop and implement a partnership action plan for building, monitoring and managing strategic partnerships related to resource mobilization goals. Each partnership should be informed by its intended contribution to the country strategic plan, a clear set of objectives, actions and expected results and a clear description of potential risks and mitigation measures.	Strategic and operational	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)	High	February 2024
3.2	Improve the country office's plan for private sector engagement by clearly articulating the various models of engagement with the private sector and what each party has to offer and stands to benefit from. This work should build on the analysis of ongoing and planned partnerships. This sub-recommendation could be integrated with sub-recommendation 2.1.	Strategic	Country office	Regional bureau and headquarters (Partnerships and Advocacy Department)	Medium	March 2024
3.3	Adopt a more ambitious and longer-term resource mobilization strategy to help manage funding constraints and the lack of flexible funding. The strategy should include the allocation of staff time to prioritizing and guiding engagement with donors, government partners and the private sector. This sub-recommendation could be integrated with sub-recommendation 2.1.	Operational	Country office	Regional bureau	High	February 2024

#	Recommendation	Recommendation type	Responsible WFP offices and divisions	Other contributing entities	Priority	Deadline for completion
4	Improve the integration of cross-cutting issues into the design, planning and implementation of interventions.	Operational	Country office	Regional bureau	Medium	April 2024
4.1	Allocate staff time to, and develop terms of reference for, the appointment of an experienced, senior-level focal point on cross-cutting issues.	Operational	Country office		Medium	March 2024
4.2	With the regional bureau, explore opportunities within WFP to build capacity through participation in regional and global working groups and initiatives. Implementation of this sub-recommendation should follow the implementation of sub-recommendation 3.1.		Country office	Regional bureau	High	February 2024
4.3	Facilitate the mainstreaming of cross-cutting issues into intervention design by including expected results for each relevant cross cutting issue.	Operational	Country office		Medium	May 2024

Annex I Summary terms of reference

Evaluation of Namibia WFP Country Strategic Plan 2017-2023

Summary Terms of Reference



Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders

Subject and focus of the evaluation

WFP has been present in Namibia since 1990. In 1996 the Government assumed full responsibility for the implementation and management of the national school feeding programme (SFP). In response to the Government's request, WFP has provided technical assistance to enhance government capacities to assess, plan and respond to food security needs since 2012, shifting from direct implementation to capacity strengthening.

The WFP Country Strategic Plan (CSP) for Namibia (2017-2023) was originally designed around two Strategic Outcomes (SOs) and four activities and has grown over the years through a total of five Budget Revisions. It currently centres around five SOs, designed to focus on resilience building and root causes and implemented primarily through capacity strengthening for shock-responsive safety net programmes, school feeding, nutrition, hunger-related policy and programming, food systems, supply chain and digital services. Budget Revision 3 in 2019 introduced emergency food assistance for communities affected by drought through food and cash-based transfers. Activities are realised in partnership with the Government of Namibia, UN agencies and other development partners, including private sector organizations.

The overall budget for the CSP, approved by the Executive Board in June 2017, was USD 6.0 million, increased through five Budget Revisions to USD 45.9 million at the end of 2021.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2023.

Key evaluation questions

The evaluation will address the following four key questions:

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?

The evaluation will assess the extent to which the CSP was informed by existing evidence on hunger challenges, food security and nutrition issues to ensure its relevance at design stage; the extent to which the CSP is aligned to national policies and plans as well as the SDGs; and the extent to which the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country. It will further assess the extent to which the CSP design is internally coherent and based on a clear theory of change and the extent to which WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNPAF in Namibia?

The evaluation will assess the extent to which WFP activities and outputs contributed to the expected outcomes of the CSP and to the UNPAF and whether there were any positive or negative unintended outcomes. This will further include assessing the

achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian and development work.

QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which the CSP led to: the mobilization of adequate, timely, predictable and flexible resources; to monitoring and reporting systems that are useful to track and demonstrate progress and inform management decisions; to the development of appropriate partnerships and collaboration with other actors; and how these factors affect results. Finally, the evaluation will assess whether the CO had appropriate Human Resources capacity to deliver the CSP and will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan, approved by the WFP Executive Board in June 2017, as well as any subsequent approved budget revisions.

The evaluation will cover all of WFP activities (including cross-cutting results) for the period July 2017 to September 2022. It will also cover the CSP design period in 2016 to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Namibia CSPE (i.e. capacity strengthening in the areas of nutrition, school meals, food security and food systems).

OEV EVALUATION MANAGER: The evaluation will be managed by Pernille Hougesen, Evaluation Officer in the WFP Office of Evaluation (OEV). She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in September 2022 to inform the new CSP design process. A country stakeholder workshop will be held in November 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: June – August 2022

Data collection: September 2022

Debriefing: September 2022

Reports: October 2022 – March 2023

Stakeholder Workshop: November 2022

Executive Board: November 2023

Annex II Methodology

Table 7 Summary evaluation timeline

Inception		
	Team preparation, literature review	8–10 June 2022
	Headquarters and regional bureau inception briefing	3–17 June 2022
	Inception mission	27 June–1 July 2022
	Submit draft Inception Report (IR)	29 July 2022
	Office of Evaluation quality assurance and feedback	3 August 2022
	Submit revised IR	10 August 2022
	IR review and clearance to share with country office	5–19 August 2022
	Submit revised IR	13 September 2022
	IR review and final approval	0–27 September 2022
Data collection, including fieldwork		
	In-country data collection	3–21 October 2022
	Exit debrief (PPT)	21 October 2022
	Preliminary findings debrief	4 November 2022
Reporting		
Draft 0	Submit Draft 0 to Office of Evaluation	21 November
Draft 1	Submit revised draft evaluation report to Office of Evaluation	8 December 2022
	Stakeholder workshop	23–25 January 2023
	Submit revised draft evaluation report to Office of Evaluation based on WFP comments, with team's responses on the matrix of comments	30 January 2023
Draft 2	Submit final draft evaluation report to Office of Evaluation	8 February
Draft 3	Final approval	22 February 2023
Executive Board and follow-up		
SER	Seek SER validation by TL	15 March 2023

METHODOLOGICAL APPROACH

1. This evaluation used a theory-based, mixed-methods approach which was described in detail in the Inception Report. As it was theory-based, the evaluation built on a reconstructed theory of change (ToC) and assumptions to inform the final design of the evaluation matrix and data collection methods. The methodology was also oriented towards recording and presenting lessons that can inform the design of the second generation country strategic plan (CSP). The guidance and analysis from the terms of reference (ToR), the nature of the CSP, as well as the challenges identified in the evaluability assessment (see Annex IV) framed the choices that the evaluation team made in developing the approach, the evaluation framework and data collection methods and tools.

2. The detailed evaluation matrix is presented in Annex III. It identifies the sub-questions, specific lines of inquiry and indicators that guided data collection in order to develop a strategic overview of the CSP implementation over the review period. Following the inception phase, and based on a deeper understanding of the evaluation subject and the scope of the evaluation, the team proposed some adjustments to the evaluation sub-questions presented in the ToR. These changes were mostly aimed at better defining the scope of the sub-questions based on the data collected during the inception mission, the evaluability limitations and the themes identified for learning purposes. There were also some cases

where adjustments were proposed to avoid potential duplication and ensure balance in terms of content. The evaluation matrix included in this report incorporates these revised sub-questions.

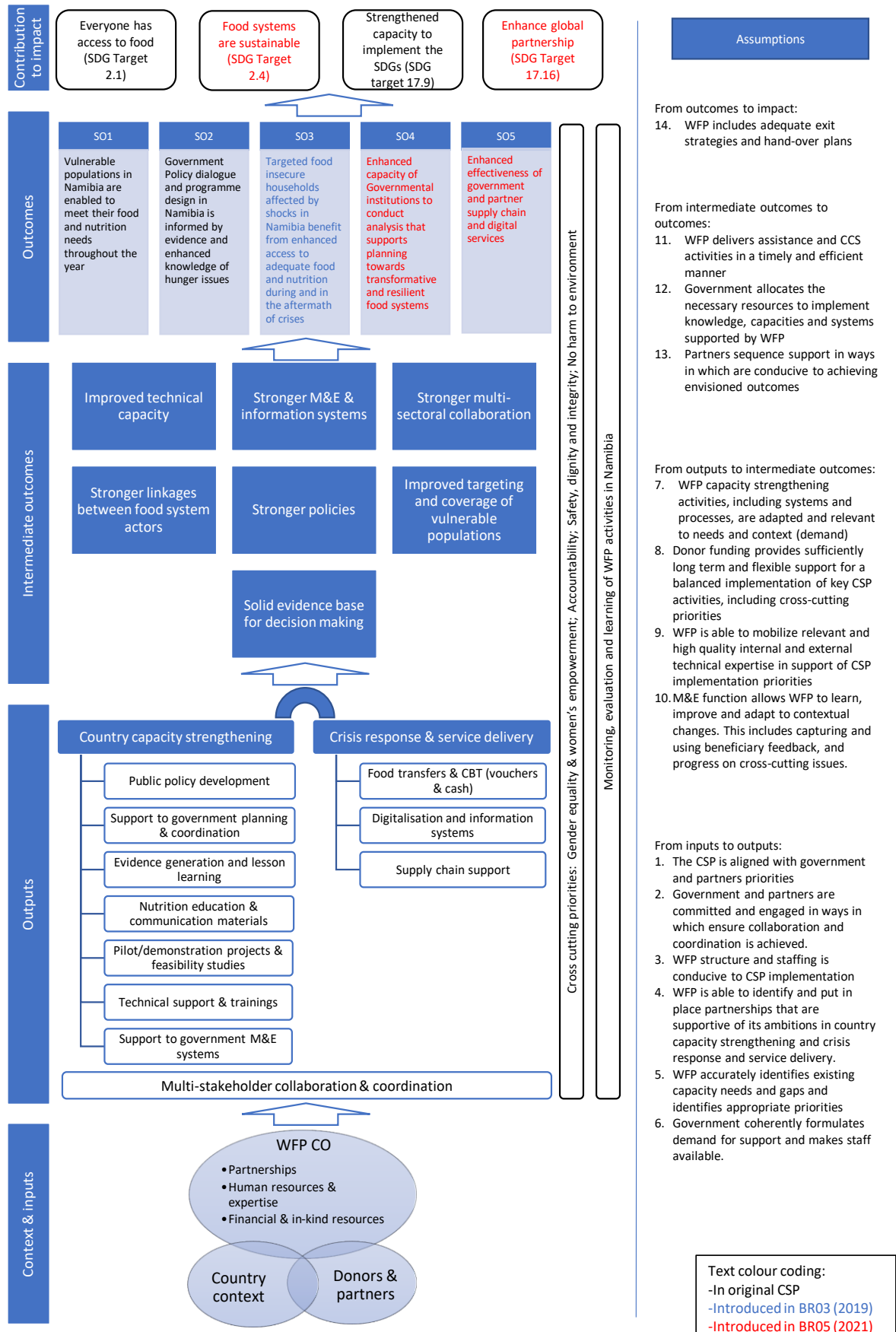
3. The success of this evaluation depended on the capacity of the team to capture and evaluate country capacity strengthening (CCS) activities. CCS is the main objective of WFP activities in Namibia as outlined in the CSP. Moreover, the work of WFP on CCS was not necessarily aligned with the CSP structure. During the inception mission, it became evident that, in practice, WFP often works across activities with the same partners while pursuing a common objective. This had implications for the evaluation, because to evaluate the work of WFP in Namibia, it was necessary to understand and record the interlinkages between the activities. Building on a conceptual framework developed by Mokoro in the Inception Report, specific questions were identified to evaluate CCS. The evaluation team adopted an inductive process of reconstructing CCS work by using thematic examples across four different areas of work to reconstruct the ToC. The four thematic areas were: support to social safety nets; school feeding; disaster risk management; and food systems. By looking at these areas through individual activities, the approach allowed the team to record the more strategic aspects of WFP's engagement in Namibia. The information collected through this approach fed into the evaluation matrix. Finally, building on the theoretical framework, the team developed data collection tools to record and triangulate the necessary information.

RECONSTRUCTED THEORY OF CHANGE

4. The evaluation team reconstructed the ToC of the CSP during the inception phase, as this was not included in the original design. The ToC was informed by a review of documentation, interviews and a workshop with staff from the Namibia country office (NACO). The purpose of the ToC exercise was to generate clarity on how WFP set out to bring about change and to identify assumptions on internal and external factors that influenced the achievements. The evaluation explores the assumptions in various lines of inquiry that are part of the evaluation matrix.

5. The ToC (Figure 13) shows the pathways from WFP inputs to expected outputs, intermediate outcomes, final outcomes (the CSP Strategic Outcomes) and impact. The intermediate outcome level has been included to make explicit how outputs are contributing to outcomes. This allows the evaluation to interrogate to what degree progress towards outcomes has been achieved, including in terms of assumptions that are of specific relevance to this level. A couple of elements (at right-hand side of Figure 13) cut across different levels to recognize that they need to be present at different stages of implementation.

Figure 13 CSP Namibia NA01 reconstructed theory of change (ToC)



6. Starting at the bottom, WFP's work in Namibia is implemented in the specific country context (described in section 1.2 above). WFP intervenes in this context with other stakeholders and provides three interrelated types of inputs: partnerships; human resources and expertise; and financial and in-kind resources.

7. These inputs are targeted at two major and mutually reinforcing streams of work namely: a) strengthening of country capacity; and b) direct crisis response and service delivery (by government, partners and WFP), each with a set of specific anticipated outputs that are made explicit in the diagram.

8. Table 8 shows five assumptions that were identified as being critical in transitioning from inputs to outputs.

Table 8 Theory of change assumptions 1

Assumptions from inputs to outputs
The CSP is aligned with government and partners' priorities
Government and partners are committed and engaged in ways that ensure collaboration and coordination are achieved
WFP structure and staffing is conducive to CSP implementation
WFP is able to identify and put in place partnerships that are supportive of its ambitions in country capacity strengthening and crisis response and service delivery
WFP accurately identifies existing capacity needs and gaps and identifies appropriate priorities
Government coherently formulates demand for support and makes staff available

9. The work on capacity strengthening and direct delivery of support is expected to achieve a set of interrelated intermediary outcomes around enhanced technical capacity, stronger linkages between food systems actors, stronger evidence and monitoring and evaluation and information systems, enhanced policy environment and evidence base for decisions, and improved targeting and coverage. Table 9 shows four assumptions that have been identified as underpinning the achievement of these intermediate outcome.

Table 9 Theory of change assumptions 2

Assumptions from outputs to outcomes
WFP capacity strengthening activities, including systems and processes, are adapted and relevant to needs and context (demand)
Donor funding provides sufficiently long-term and flexible support for a balanced implementation of key CSP activities, including cross-cutting priorities
WFP is able to mobilize relevant and high-quality internal and external technical expertise in support of CSP implementation priorities
Monitoring and evaluation (M&E) function allows WFP to learn, improve and adapt to contextual changes. This includes capturing and using beneficiary feedback, and progress on cross-cutting issues

10. The final outcomes of WFP's work are expressed in five strategic outcomes (SOs). Two of these objectives are directly concerned with beneficiary strategic outcomes (SO1 and SO3); the other three SOs reflect outcomes at the level of government and partner capacity. The assumptions shown in Table 10 correspond to the transition to final outcomes.

Table 10 Theory of change assumptions 3

Assumptions from intermediary outcomes to final outcomes
WFP delivers assistance and CCS activities in a timely and efficient manner
Government allocates the necessary resources to implement knowledge, capacities and systems supported by WFP
Partners sequence support in ways that are conducive to achieving envisioned outcomes

11. At the impact level, WFP's work in Namibia seeks to contribute to achieving Sustainable Development Goals (SDGs), in particular, SDGs 2 and 17. A single assumption is of relevance at this level (Table 11).

Table 11 Theory of change assumptions 4

Assumptions from outcomes to impact
WFP includes adequate exit strategies and handover plans

METHODOLOGY TO ASSESS COUNTRY CAPACITY STRENGTHENING (CCS)

WFP corporate approach and guidance on CCS

12. Country capacity strengthening (CCS) has been an important cross-cutting dimension of WFP operations since the approval of the two most recent strategic plans. It has been an important area of work for WFP in Namibia. It was the main focus when the CSP was designed, and it remains a very prominent part of the WFP portfolio, cutting across all activities.

13. In 2021, a synthesis of evaluations highlighted CCS as critical to WFP contributions to the 2030 Agenda and the achievement of its strategic outcomes.²⁴³ In line with its commitment to CCS in 2022, WFP approved an updated CCS policy, defining the WFP vision for CCS: "Aligned with national/local priorities, WFP contributes to strengthened national capacities, resulting in effective and impactful in-country systems and programmes that sustainably support the food security, nutrition and associated essential needs of their populations."²⁴⁴

14. CCS comprises a diverse set of activities that often work at different levels. As described in the WFP updated policy, CCS is a complex undertaking that requires time, working in partnerships, strong ownership by the institutions that WFP is targeting, and adaptability to changes in context.

15. The WFP corporate framework conceptualizing CCS²⁴⁵ highlights the importance of CCS interventions working across three different interconnecting domains: the enabling environment (e.g. laws, policies, strategies and procedures); the organizational domain (well-functioning organizations); and the individual domain (educated, skilled people).

²⁴³ WFP. 2021c. "Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations". (WFP/EB.A/2021/7-C) 7 May 2021.

²⁴⁴ WFP. 2022d. "Country capacity-strengthening policy update" (WFP/EB.A/2022/5-A) 27 May 2022.

²⁴⁵ WFP. 2017a. *WFP Corporate Approach to Country Capacity Strengthening. CCS Toolkit Component 001*.

16. In addition, the CCS policy divides the type of support into five different pathways or entry points to capacity strengthening:

- Policies and legislation: “It is critical for WFP to work with stakeholders to facilitate relevant regulatory, legislative processes and policy frameworks that will facilitate achievement of specific food security and nutrition objectives.”²⁴⁶
- Institutional accountability: “This entails forging partnerships to strengthen capacities of national institutions (both formal and informal), build on strategies that require dialogue, understanding, and compromise among governments, organizations and communities. Through partnership, WFP will strive to enhance the capacities of national systems and ensure accountability, whether through strengthened coordination mechanisms or enhanced information management and dissemination systems; this may also include collaborating to establish and promote mechanisms for monitoring and enforcing existing relevant legislation and policies.”²⁴⁷
- Strategic planning and financing: “Coherent action plans that focus on the achievement of the Zero Hunger Goal are critical and rest on consensus among partners about specific targets and objectives; division of roles and responsibilities; how and when feedback is provided, and the phasing out of external assistance. Included, among other things, is strengthening capacities for strategic planning and mobilizing resources to implement national action plans. This requires effective communication and coordination skills as well as the systematic documentation, sharing, and reviewing of lessons learned.”²⁴⁸
- Stakeholder programme design and delivery: “This constitutes a deliberate and targeted investment in technologies and innovations for recovery from chronic hunger and disaster risk management through national systems. It includes instituting and strengthening social and productive safety net arrangements; stimulating local markets; applying science, research, technology, and innovations to strengthen local, national, and regional capacities for sustainable hunger reduction; and ensuring the sustained management of these inputs by national systems.”²⁴⁹
- Engagement and participation of non-state actors: “The whole of society approach recognizes the critical role to be played by national civil society, inter-faith and religious groups, formal and informal networks, communities, citizens and academia. Their engagement in designing, delivering and benefiting from national food security and nutrition plans and programmes is critical to achieving sustainable change and national development objectives. Concrete capacity strengthening interventions to support and strengthen their engagement in national development efforts should be considered as required by context.”²⁵⁰

Approach to CCS by WFP in Namibia

17. The CSP document is the main reference for understanding the WFP approach to CCS in Namibia. Recommendations from the Zero Hunger Strategic Review and engagement with government counterparts in Namibia indicated “a need for continued and enhanced technical assistance to support the Government in designing and implementing effective and gender-transformative food and nutrition security programmes.” 251

²⁴⁶ Ibid. p. 3.

²⁴⁷ Ibid. p. 3.

²⁴⁸ WFP. 2017a. CCS Toolkit 1. p.3.

²⁴⁹ Ibid. p.3.

²⁵⁰ Ibid. p.3.

251 Ibid, page 9

18. The CSP, which was designed in consultation with the Government, highlights the following critical gaps in capacity which it sought to address:

- limited national and regional capacity for programme design and implementation in food security, emergency and social protection (including school feeding);
- gaps in technical and managerial capacity in government at national and regional levels in relation to these priorities;
- weak use of research and evidence to inform programme design and decision making;
- fragmented social programmes – with implications at two levels: inclusion and exclusion errors, and high costs of administration and delivery; and
- weak inter-sectoral coordination and communication.

19. In line with these challenges, the CSP identified the following priorities:

- Provide demand-driven support for the enhancement of national systems and programmes.
- Generate knowledge to inform policy dialogue and reform and programme design and implementation.
- Support coordination and advocacy.
- Promote and facilitate South–South and triangular cooperation.
- Strengthen individual capacities through training and other modalities.
- Promote the generation of sex- and age-disaggregated data, participatory gender analysis and capacity strengthening on gender analysis and gender transformative approaches.
- Promote programming that is nutrition sensitive²⁵²

20. Documentation both on the specific approach to capacity strengthening (e.g. gap analyses) and on the results is mostly missing from the information provided by the NACO for the same reasons that have been mentioned in the evaluability assessment (see Annex IV).

Evaluating CCS – an inductive approach

21. While CCS is a critical component of much of WFP Namibia's work across the humanitarian and more development-oriented areas of its portfolio, it is complex to evaluate. In designing an approach to evaluating CCS for this evaluation, the team took account of the following factors:

- It is not possible to evaluate CCS in Namibia by looking at the individual activities. Work on CCS by WFP crosses over between different activities in the CSP in ways that seek to strengthen approaches, coverage, and ensure reinforcement. Any approach to examining CCS needs to take a thematic approach and look across different activities.
- Indicators on capacity strengthening in the Corporate Results Framework (CRF) do not capture outcomes for the full range of work that WFP Namibia does on CCS. Outcome and output indicators in the results framework provide little qualitative information about what has been achieved through CCS activities, in particular, in the organizational and enabling domain, as well as in terms of the extent to which skills gained by people trained have produced anticipated effects. In addition, indicators fail to capture linkages across activities or SOs, which is a critical issue given the interrelated nature of WFP Namibia's portfolio (see preceding point).
- Documentation of approaches has been weak, and documentation in general is a challenge for this evaluation. This makes it difficult to reconstruct from secondary evidence the approach that WFP has used to build capacity.

252 Ibid, page 10-11

- The number and nature of activities has changed over time and the substantial turnover in the country office makes it hard to reconstruct the evolution of activities.
- The inception interviews highlighted that WFP's approach to CCS has in part been organic, responding to opportunities and to government demand.²⁵³
- Any examination of CCS needs to take into account the extent to which the country office is equipped and adequately supported in implementing its CCS agenda.

22. These factors and challenges have two main implications for the evaluation and the way in which it approached CCS:

- An inductive approach to interrogating WFP work in CCS was needed. The evaluation team proposed to do this by progressively building the story of the country office's approach by mapping the CCS interventions and grouping them into thematic areas. This made the process and how it evolved more visible, it highlighted how opportunities for synergies internally and externally were used, and it identified facilitating, enabling and constraining factors, as well as any unintended outcomes. It also provided a means of checking to what extent the work by WFP Namibia had progressed in line with the priorities that were identified in the CSP. The full approach the evaluation team developed was detailed in the IR and is further explained below.
- For both the outcomes and the organizational dimensions of the inquiry around WFP Namibia's approach to CCS, and specifically to understand the organizational readiness of the country office for this critical role, the evaluation used a theoretical framework, also described below.

Approach adopted

23. The team developed a methodological approach to look at CCS in a systematic and integrated manner while responding to the evaluation questions and revised sub-questions reflected in the evaluation matrix. As part of this approach, the team proceeded as follows:

- In-depth mapping of WFP's CCS interventions, grouping them into thematic areas. See Annex VI for the results of this mapping exercise.
- Review of the CCS work against a conceptual framework for organizational readiness for CCS work and identification of strengths and weaknesses of the approach and results so far. The results can be viewed in Annex VI.

24. The process in more detail was as follows:

Step 1– Inductive process of reconstructing CCS work to reconstruct the theory of change

25. The first step was to define the scope of CCS activities. In the inception phase, the team mapped the CCS work against the SOs and activities as shown in Table 12 .

²⁵³ Page 8 of the Namibia CSP makes explicit the “demand-driven nature of WFP's support”.

Table 12 CSP Namibia, relationship between the SOs, activities and the four areas of CCS work

Areas of focus for CCS evaluation		
Strategic outcomes (SOs)	Activities	Country capacity strengthening (CCS) area
SO1: Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year	Activity 1: Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes	Social safety nets
	Activity 2: Provide capacity strengthening and technical assistance to the government entities responsible for school feeding	School feeding
	Activity 6: Provide technical support to government entities responsible for nutrition programmes	Cross-cutting: Nutrition work to date has been integrated across other activities
SO2: Government policy dialogue and programme design in Namibia are informed by enhanced evidence and knowledge of hunger issues throughout the Fifth National Development Plan (NDP5) period	Activity 3: Provide capacity strengthening to government entities involved in hunger-related policy and programming	Disaster risk management. Evidence pieces and research, cross-cutting in other areas
	Activity 4: Provide technical assistance to the Ministry of Gender Equality, Poverty Eradication and Social Welfare and partners involved in implementation of the Zero Hunger Road Map (ZHRM)	Food systems
SO3: Targeted food-insecure households affected by climatic shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises	Activity 5: Provide food assistance to vulnerable people affected by shocks	Social safety nets. CCS activities include SCOPE training and cash-based transfers (CBT) pilot
SO4: Government institutions in Namibia have capacity to conduct analysis that supports planning aimed at achieving transformative and resilient food systems by the end of 2023	Activity 7: Support government entities to strengthen food systems in the country	Food systems. Implementation starting in 2022.
SO5: Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise throughout the CSP period	Activity 8: Support government and development partners with supply chain and digital services and expertise	Cross-cutting. Digital services main focus of work so far.

Source: Evaluation team

26. Based on Table 12 and interviews carried out during inception, the team identified four areas of CCS work:

- social safety nets

- school feeding
- disaster risk management
- food systems.

27. Each of these areas was explored independently by evaluating the related interventions, and thus reconstructing the story of how the CCS approach evolved. Linkages across activities and SOs were examined in order to explore CCS.

28. The team developed a dedicated tool to understand the evolution of CCS work over the CSP implementation period and explored the linkages across activities (connectedness or lack thereof). The tool helped the evaluation team 'tell the story' about what WFP was/is trying to achieve, identify and explore assumptions and assess the results of CCS activities in the broader context. It also helped in posing questions about the overall strategic vision and the driving factors of WFP and whether WFP was able to identify entry points and opportunities. To some extent, the tool also helped the evaluation team conduct some form of outcome harvesting exercise, while considering the context and complex interactions. The tool was dynamically updated during the evaluation data collection based on the findings and input from different stakeholders.

29. The tool was developed around the three domains and the five pathways in the WFP CCS framework. This made it easier for WFP staff to relate to the tool and helped build capacity on CCS. The tool also included a description of the expected contribution of WFP and information on key partnerships. It works by mapping WFP work in the country against the domains and pathways. Subsequently, activities are connected on a sequential basis. Information on the CSP Activity and year/s of implementation was included in the description.

30. A preliminary mapping for 'WFP support to social safety nets' was conducted during the inception mission. During the inception mission the team developed the tool and tested it with NACO staff working on social safety nets. A summary narrative is also presented in Table 13 below. During the evaluation the team questioned the initial narrative and the assumptions behind it. The tool originally suggested two different streams of work which are presented in the table. Both streams are connected at the policy level and by efficiency concerns in the implementation of social safety net programmes.

Table 13 Narrative on CCS to social safety nets

Narrative on CCS to social safety nets	
Stream 1	<p>The country strategic plan (CSP) started by supporting the Food Bank Pilot implemented by the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPESW).</p> <p>Challenges in the targeting, identification and monitoring of beneficiaries led WFP to propose SCOPE as an option to implement the programme.</p> <p>SCOPE was successfully deployed and tested, but the Government could not adopt SCOPE as its own system nor own the data.</p> <p>In parallel, WFP supported the development of the Social Protection Policy which encourages more efficient information and delivery systems.</p> <p>WFP is currently supporting government efforts to develop/obtain an integrated information management system for social safety nets.</p> <p>Thanks to WFP support, better information systems contribute to improve the targeting and efficiency of social safety nets.</p>
Stream 2	<p>MGEPESW implements multiple social safety nets. Some are based on food and others in cash.</p> <p>WFP is a strong advocate of cash-based transfer (CBT) as a more efficient delivery modality. WFP implemented a CBT pilot in Omusati and Khomas regions (later replaced by Kunene due to targeting issues).</p>

The Social Protection Policy, supported by WFP, proposes to transform in-kind assistance programmes with a focus on food security into a cash-based programme as a first step towards a Conditional Basic Income Grant.

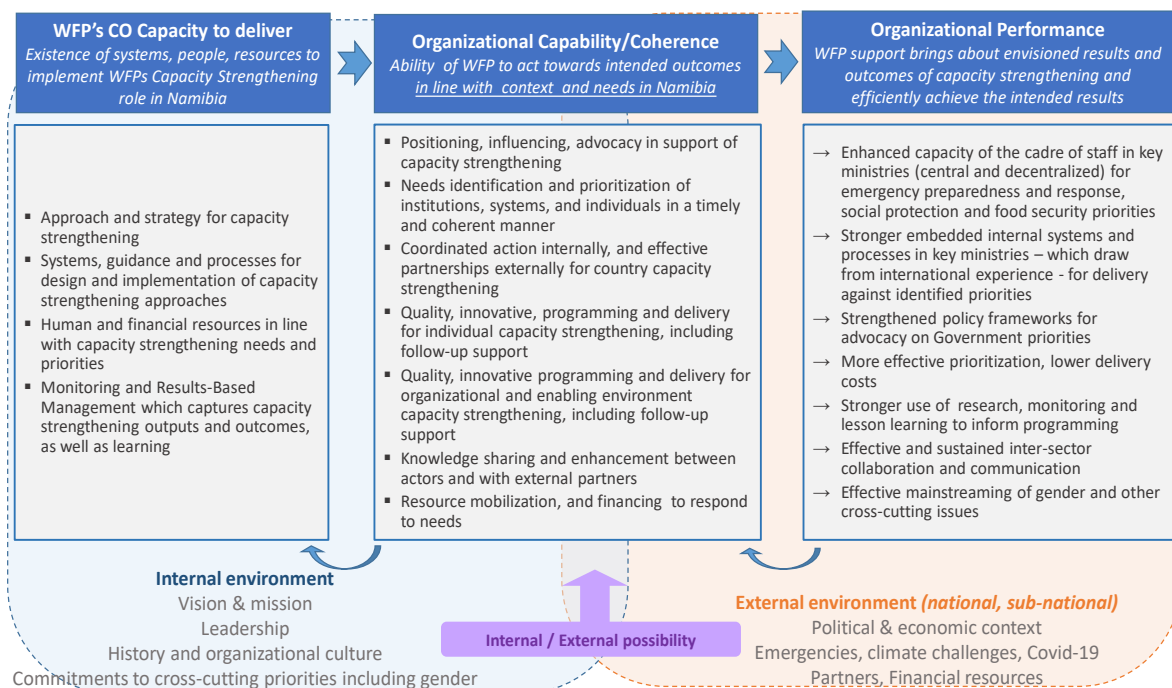
WFP supports the development of the framework to transition in-kind (food) programmes to CBT.

The work of WFP supports government plans to introduce a basic income grant, which in turn helps to make social safety nets more efficient through lower transaction costs and a simplification of existing schemes.

Step 2 – Conceptual framework

31. With the four CCS examples explored, the evaluation contrasted this against the conceptual framework for looking at CCS from an organizational readiness perspective. The framework is shown in Figure 14.

Figure 14 Conceptual framework for Looking at CCS from an organizational readiness perspective



Source: Evaluation team

32. This conceptual framework built on the approach developed for the Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals (SDGs).²⁵⁴ In that evaluation, Mokoro developed a framework for looking at organizational readiness for implementing the school feeding agenda. The framework was supported by a review of the literature and made a distinction between capacity, capability and, ultimately, performance against the goals and outcomes.

33. We applied the idea of a continuum in terms of moving from capacity to ability to act, and consequently performance, which is reflected in the three boxes along the top of the diagram in dark blue. For this we built on the work of Weiner,²⁵⁵ who, in analysing change processes, recognized that financial, material,

²⁵⁴ WFP. 2021b. *Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals*. WFP, Office of Evaluation, Rome. 23 May 2021.

²⁵⁵ Weiner, B.J. 2009 A theory of organizational readiness for change. *Implementation Science* 4, 67. <https://doi.org/10.1186/1748-5908-4-67>.

human and information resources need to be in place as a precondition for organizational readiness for change. Weiner also emphasizes the importance of the capability to act and, in particular, the collective efficacy dimension to use individual, institutional and enabling environment capacities in ways that are supportive of the organizational change processes.

34. For the Strategic School Feeding Evaluation this led to the recognition that organizational readiness is a reflection of what is put in place in terms of systems, staff, guidance, support, etc. (captured in the 'capacity box' on the left) but that it is the way that this comes together and is supported (the 'capability' dimension in the centre of the diagram) that determines the strength of the outcomes (the right-hand box). The outcomes for this evaluation are the changes that the CSP outlined WFP would bring about through its work on CCS. Importantly, the model also recognizes the interaction with internal context and with the external context in determining outcomes.

35. Based on this conceptual framework, the evaluation sought to answer the following five high-level questions about WFP's approach to CCS using the four cases as practical examples to support the analysis:

- Was WFP equipped to design and roll out the CCS strengthening agenda in terms of approach, systems, resources, and monitoring?
- Did the way WFP is equipped allow NACO to design and support CCS well?
- What has been achieved – and what have been the main gaps?
- What external factors have affected the performance/achievement of results?
- What are the lessons for the second generation CSP on CCS?

36. Answers to these five questions were part of the evidence that fed into the overall evaluation report.

DATA COLLECTION METHODS

37. The main data collection methods and tools are described below. Annex VII provides additional information in some of these areas. The evaluation matrix (Annex III) also indicates the methods and tools the team used when answering individual evaluation questions. The initial proposal from Mokoro also included an e-survey, but as explained in the Inception Report, this was no longer considered an appropriate tool to collect data in the context of WFP operations in Namibia.

38. Document review continued in the lead-up to the data collection mission. Individual team members were assigned certain thematic areas of responsibility and were responsible for reviewing documents in relation to these areas. All documents are stored in the e-library. The researcher was responsible for archiving any new documents in order to maintain a coherent structure and prevent duplicates.

39. The processing and analysis of secondary quantitative data was also conducted. WFP generates a significant amount of data that can provide evidence for different aspects of the evaluation. WFP data cover different areas such as monitoring and evaluation (M&E) (CSP indicators), financial flows (grants and budget), pipeline, logistic operations, distribution reports, beneficiaries, country office human resources and key performance indicators (KPIs), etc. Limitations were pointed out in the evaluability assessment (see Annex IV) on the possibility of analysing some of the data because of changing indicators and lack of baselines. Data were to be disaggregated and analysed by gender, where possible. For practical reasons, we assigned a cut-off date of 31 October for financial and M&E data to be included in the evaluation report.

40. Semi-structured interviews and focus group discussions (FGDs) were an important source of evidence for this evaluation. The stakeholder analysis in the IR provided an overview of the consultation strategy for the evaluation. In-person meetings and interviews with relevant government counterparts as well as working sessions with NACO were conducted during the in-country mission. Remote interviews with Regional Bureau of Johannesburg (RBJ) and headquarters staff were also conducted by the evaluation team shortly after the data collection mission. This allowed the team to identify lines of enquiry/clarification following the findings of the first phase of data collection. Additional remote interviews were also used to clarify certain points or triangulate pieces of evidence.

41. Focus groups were organized with beneficiaries of WFP activities during the field visits to gain insights into the views and perceptions of different groups of beneficiaries. These groups were intended to be gender balanced. Of the 281 people who took part in the FGDs and site visits, 47 percent were female and 53 percent male. Interviews and FGDs paid special attention to ethical considerations. Protocols in relation to COVID-19 were also observed as appropriate. Annex VII contains the protocols used for the interviews and FGDs. Direct observation during the evaluation team’s visit to a selection of activities in different sites was an additional source of evidence and helped with the validation and triangulation process of other sources of evidence. The team was divided into two groups of two team members.

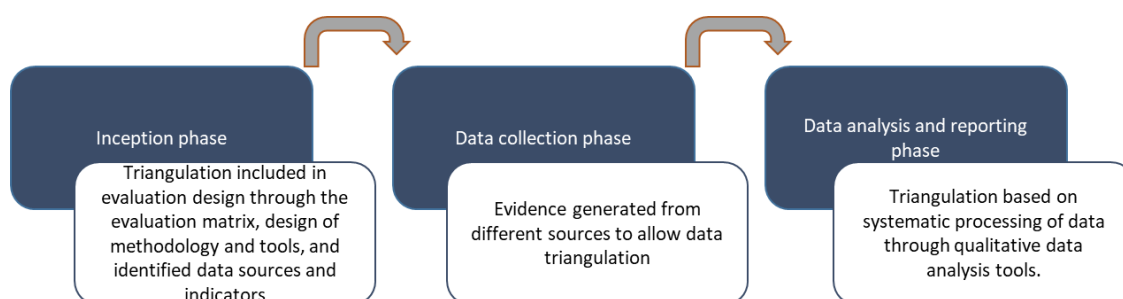
42. During the data collection mission, Mokoro organized small workshops with WFP staff. This built on the experience of the workshop on the theory of change that was organized during the inception mission. The workshops were intended to validate the results of the mapping for the four different CCS areas developed by the team (see above and Annex II). These workshops helped the team and NACO staff to capture the interactions between different elements of the mapping and provide a more efficient way to consolidate and validate results than individual interviews. An exit debrief with NACO was held at the end of the data collection mission to discuss emerging findings.

43. During the data collection mission, the team spent seven days in the field in order to collect evidence from beneficiaries of WFP activities and regional authorities. The schedule for the field visits is presented in Annex VIII. The schedule for the field visits was created following an iterative process with NACO. The team wanted to capture beneficiaries from across the following areas of work: Home-Grown School Feeding, distribution (CBT) and food systems pilots. Following an initial mapping of where different types of activities are being implemented and considering the size of the country, it was decided that the team would split into two groups to ensure a good geographical coverage. One group travelled north to the Kunene and Kavango West regions, and the other group travelled east and south to the Omaheke and Hardap regions. This combination of regions offered the team the possibility of visiting a sample of all different types of activities and covered different types of cultural and geographical environments. Namibia is a big country and there are limited ways that different projects can be connected by road. NACO provided support to the organization of the field missions.

DATA ANALYSIS AND TRIANGULATION

44. The evaluation triangulated different sources of information to verify and substantiate judgements and assessments (see Figure 15). The evaluation matrix includes the indicators and data sources for each of the evaluation questions and sub-questions. Triangulation is also integrated in the interview questions/guidelines (see Annex VII). The use of a framework for common interview questions to identify questions/topics made it easier to triangulate interview evidence from different stakeholder groups. The CCS workshops with staff also contributed to triangulate some of the views.

Figure 15 Triangulation and validation throughout the evaluation phases



45. During the data collection phase, evidence generated from different sources was systematically recorded against the questions and sub-questions of the evaluation matrix. This ensured that all evidence was duly considered when synthesizing the responses to evaluation questions and sub-questions.

46. Qualitative data analysis tools were used to deal with complex sources of information. For example, interview notes and reports (e.g. evaluation reports) were analysed for evidence against different evaluation sub-questions. For the interview notes, Mokoro built an interview compendium and used key word searches to retrieve information.

47. Quantitative data analysis was used, in particular, to explore financial and M&E data from WFP. The team continued the analysis started during the inception phase. Where possible, quantitative data analysis was broken down by gender or population group. Quantitative data analysis was also triangulated against evidence collected through semi-structured interviews to ensure correct interpretation of the results.

48. Validation was integrated throughout the evaluation process. As described above, workshops of different sizes and scope were used to validate tools, results and findings.

ETHICAL CONSIDERATIONS

49. This evaluation conformed to the 2020 UNEG code of conduct and ethical guidelines for evaluation.²⁵⁶ Mokoro Ltd. is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. Table 14 summarizes the ethical issues, related risks and safeguards identified by the team during the inception mission. These issues were monitored and managed during the implementation of the evaluation. Any additional ethical issues that would arise during the implementation of the evaluation were recorded and managed in consultation with the Evaluation Manager.

Table 14 Ethical considerations and safeguards

Phases	Ethical issues	Risks	Safeguards
Inception & data collection	<p>Transparency about purpose and actions</p> <p>Responsiveness</p> <p>Fair representation and meaningful engagement</p> <p>Power imbalances</p>	<p>Concerns from stakeholders prevent an open and honest conversation</p> <p>Political and cultural sensitivities undermine team efforts</p> <p>Emerging issues are not identified and captured</p> <p>Certain voices are excluded</p> <p>Conflicts of interest</p>	<p>Clear information and communication</p> <p>Culturally sensitive evaluation activities, building on input from local experts</p> <p>Respect for cultural and political customs</p> <p>Appropriate sampling techniques</p> <p>Attention to potential conflicts of interest</p>
Data analysis	<p>Fair representation and meaningful engagement</p>	<p>Under-representation or exclusion of the views of certain groups or stakeholders</p> <p>Gender imbalance</p> <p>Lack of disaggregated data</p>	<p>Quality assurance protocols</p> <p>Integration of gender in the approach to the evaluation (in lines of questioning, and data collection procedures), and in the evaluation tools</p> <p>Triangulation of information</p>

²⁵⁶ UNEG. 2020. *Ethical Guidelines in Evaluations*. Revised. June 2020.

Phases	Ethical issues	Risks	Safeguards
Reporting	Integrity, independence, impartiality and incorruptibility	Evaluation does not reflect the reality Evaluation is not impartial/independent Conflicts of interest	Evaluation provides space for different views, while being neutral in its analysis Professional independent evaluation team with high standards Quality assurance protocols Attention to potential conflicts of interest
Dissemination	Access by all relevant stakeholders Anonymity	Evaluation outcomes are not communicated Stakeholders feel their contribution was not worth the effort Participation in the evaluation results in harm to individual stakeholders	Dissemination by WFP should involve different types of stakeholders Anonymity and confidentiality are ensured

50. The ethical risks most relevant to the evaluation are related to representation, participation and confidentiality during data collection and reporting. To deal with these risks, the team actively considered women and socially excluded groups, especially when organizing the field visits. All interviewees and focus group participants were notified at the start of each meeting that their participation is voluntary and wholly confidential. They were invited to raise any concerns that they have about participation, and to withdraw if they so choose. The evaluation team emphasized their independence and neutrality and invited informants to speak plainly about positive and negative aspects of WFP performance. They worked carefully and respectfully with vulnerable respondents to reassure them that their interests would not be harmed in any way by their participation in the evaluation. Informants were invited to speak in their native language if they preferred, with translators arranged for field visits. The team remained alert to any potential power imbalance and sought to address these by ensuring that everyone had the opportunity and means to share their views.

51. As for the inception report (IR) no individual is named as the source of any information or opinion. All interviewees and focus group participants were informed about this. The evaluation team carefully respected the confidentiality of all data and information received and took thorough precautions to prevent the access of any unauthorized persons to them. They ensured the security of women participants by holding interviews/focus group discussions in safe locations.

52. The evaluation team was gender-balanced and composed of a mix of local and international consultants. The gender, cultural and linguistic diversity within the evaluation team facilitated communication with both men and women who were consulted during data collection.

53. This evaluation relied significantly on NACO support and collaboration in for data collection and the provision of logistical support, including organizing interviews with stakeholders. The evaluation team is thankful for the support of the team at the NACO office and, in particular, to Wendy Hilongwa.

QUALITY ASSURANCE

54. WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (Active Learning Network for Accountability and Performance and Development Assistance Committee). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. CEQAS has been and will be

systematically applied during this evaluation and relevant documents have been provided to the evaluation team.

55. Mokoro's own approach to Quality Support (QS) has sound synergies with the WFP approach to evaluation quality assurance, as demonstrated in the many previous evaluations Mokoro has conducted for WFP. Mokoro's QS system is enshrined within the organization's corporate governance, as well as being an integral part of any assignment undertaken by Mokoro consultants and associates. Mokoro is absolutely committed to ensuring the delivery of quality products which meet clients' expectations and requirements. QS is applied to all assignments, with at least one person designated as quality support. The QS system has an advisory and support role. More than one QS system may be designated (e.g. to ensure that technical, methodological and geographic experience are all covered). Its purpose is to:

- demonstrate (both to clients and to consultants) that Mokoro is serious about quality, and has the right systems in place to maintain it;
- promote the exchange of ideas, cross-fertilization and learning across Mokoro;
- give non-threatening support to people working for Mokoro; and
- provide a professional reference point should concerns arise about an assignment.

56. Mokoro's QS for this assignment ensures that quality assurance, including compliance with WFP quality standards, is built in from the early drafting stage of each deliverable. This includes a careful check of the relevant technical notes, report templates and appropriate quality checklists. For this assignment the QS Advisor was Stephen Turner, a Mokoro Principal Consultant with highly relevant technical expertise and team leadership experience, including the Evaluation of the WFP Timor-Leste Country Strategic Plan (2019–2020). Stephen is a skilled team leader with over 35 years' consulting experience, including large and complex policy and programme evaluations and institutional, policy and programme development. Muriel Visser, as Deputy Team Leader, also added her expertise and support in an advisory manner to the Team Leader.

Annex III Evaluation matrix

Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation question 1: To what extent is the country strategic plan (CSP) evidence-based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, food security and nutrition issues, analysis of gender, equity and inclusion challenges/ considerations, and environmental priorities, and analysis of priorities in national capacity to ensure its relevance at design stage?					
1.1.1 Use of evidence to inform the CSP design	<p>The extent to which WFP built on available evidence during the design of the CSP</p> <p>The extent to which WFP continues to support evidence generation to inform its projects/programmes</p> <p>Extent to which the evidence used by WFP including vulnerability assessments and analysis (including gender and disability)</p> <p>Extent to which the CSP was informed by a consistent gender analysis</p> <p>Assumption 5</p>	<p>CSP reflects on available evidence, including vulnerability assessments and gender analysis</p> <p>CSP design is aligned with findings and evidence from internal and external learning</p> <p>Evidence of consultations by WFP with others to build on learning</p> <p>Justification for CSP revisions consider available evidence</p> <p>Evidence that WFP conducted/supported research/studies in areas connected to the CSP design and implementation</p> <p>Evidence that assessments and studies considered gender, disability and access</p>	<p>CSP 2017–2023 and budget revisions</p> <p>Docs and reports: Zero Hunger Strategic Review (ZHSR), Cost of Hunger in Africa (COHA), Fill the Nutrient Gap (FNG)</p> <p>Other reports and assessments, including dialogue/consultations in relation to CSP implementation</p> <p>Government and other stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.2 To what extent is the CSP aligned with priorities of the Government of Namibia, including those expressed in national policies and plans, and to the Sustainable Development Goals (SDGs)?					
1.2.1 Alignment of CSP to national policies and plans; and government priorities	<p>Extent to which the CSP design responds to the priorities expressed in national policies and plans</p> <p>Extent to which government has been able to input into the CSP design and revisions</p> <p>Assumption 1</p>	<p>Evidence of matching between CSP (strategic outcomes and activities) and national priorities/objectives outlined in government policies, strategies and plans</p> <p>Level of participation and involvement of government stakeholders in the CSP (and previous operations) design and consecutive revisions, namely contributing to the priorities set</p> <p>Perception of stakeholders on the degree of alignment of WFP objectives and interventions with national policies, strategies, and plans</p>	<p>CSP 2017–2023 and budget revisions</p> <p>Government of Namibia plans: Vision 2030, National Development Plans (NDPs), Harambee Prosperity Plans (HPP), National Disaster Risk Management Plan</p> <p>Government policies: Social Protection, School Feeding, Food Nutrition and Security</p> <p>Other reports and assessments, including dialogue/consultations involving WFP and government</p> <p>Government and other national stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
1.2.2 Alignment of CSP to the SDGs	Extent to which the CSP and the Line of Sight contribute to the SDGs as prioritized by the Government of Namibia	<p>Evidence that CSP considers the SDG framework as perceived by the Government of Namibia (through plans, policies and priorities)</p> <p>Evidence of WFP participation in coordination/planning structures responsible for the SDGs</p>	See above. In addition: Voluntary National Reviews	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3 To what extent is the CSP externally coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.3.1 Alignment of CSP to the UN priorities in Namibia	<p>Extent to which the CSP is aligned to United Nations Partnership Framework (UNPAF) 2019–2023 in terms of objectives, outcomes, outputs and cross-cutting issues</p> <p>The extent to which the various changes to the CSP over the period of implementation have reinforced alignment with UN system priorities (i.e. continued relevance), particularly in regard to humanitarian crisis and COVID-19 pandemic</p> <p>Note: The answer to this question will help interpret the answers to EQ2 in relation to the UNPAF</p>	<p>Evidence of matching between CSP (strategic outcomes, activities, expected results and cross-cutting issues) and UNPAF</p> <p>Evidence that WFP work has remained aligned with UN priorities during shocks and the COVID-19 pandemic</p> <p>Stakeholder perceptions on alignment between the CSP and UNPAF over the evaluation period</p>	<p>CSP 2017–2023 and budget revisions</p> <p>UNPAF 2019–2023</p> <p>Other reports and assessments, including dialogue/consultations involving UN partners</p> <p>UN stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
1.3.2 CSP identifies WFP comparative advantages	<p>Extent to which CSP identifies WFP comparative advantages and reflects those in the activities and outcomes</p> <p>Extent to which CSP considered the comparative advantage of other stakeholders (UN, government, other actors).</p>	<p>Evidence that CSP and budget revisions (BRs) reflect WFP comparative advantages</p> <p>Evidence that WFP activities in Namibia reflect WFP comparative advantages</p> <p>Evidence that WFP CSP design and activities consider the comparative advantages of other stakeholders</p>	<p>CSP 2017–2023 and BRs</p> <p>UNPAF 2019–2023 and related documents/reports</p> <p>CSP Mid-Term Review</p> <p>Activity progress reports and assessments</p> <p>Consultation reports</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		Stakeholder perceptions on WFP comparative advantage in relation to those of other stakeholders	Government and other national stakeholders		
1.3.3 WFP articulates coherent partnerships with other actors based on comparative advantages	Extent to which WFP actions are consistent and coordinated with other actors' interventions in the same context Assumptions 2, and 4	WFP participation in multi-stakeholder coordination structures WFP participation and contribution to UN coordination meetings Evidence of presence/absence of duplication of efforts Stakeholder perceptions on WFP ability to coordinate with others	See above	Document review Semi-structured interviews	Content analysis Coding through keyword and reporting matrix Triangulation
1.4 To what extent is the CSP design internally coherent and articulates WFP role and contributions in a realistic manner?					
1.4.1 CSP design, activities and outcomes are internally coherent	Internal coherence of WFP activities in Namibia at CSP design and in subsequent revisions, including in the attention across different areas of the CSP to cross-cutting issues	Evidence that the CSP and the BRs provide a coherent framework for WFP work in the country Evidence of presence/absence of overlaps and incoherence's across WFP activities and actions Evidence that WFP has implemented coherent and consistent approaches, including to cross-cutting issues, across different activities	CSP 2017–2023 and BRs CSP Mid-Term Review Other reports/assessments, including evaluation (School Feeding) WFP staff views Other stakeholders	Document review Semi-structured interviews	Content analysis Coding through keyword and reporting matrix Triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context (including in response to the COVID-19 pandemic) and to evolving national capacities and needs?					
1.5.1 CSP relevance in light of changing political and institutional context	Extent to which the CSP has been able to adapt and remain relevant in view of changes in the political and institutional context Assumption 1	Evidence that WFP has identified and responded to changes in the institutional context (e.g. new plans or policies, different ministers, new departments, etc.) Stakeholder perceptions on WFP capacity to adapt to changes in the political and institutional context	CSP 2017–2023 and BRs UNPAF 2019–2023 Government plans, policies and assessments Other reports and assessments, including dialogue/consultations involving UN partners CCS methodological approach Government and other national stakeholders	Document review Semi-structured interviews	Content analysis Coding through keyword and reporting matrix Triangulation
1.5.2 CSP relevance in light of national capacities and needs	Extent to which the CSP responds and has been adapted to reflect national capacity and needs Assumption 1	Evidence that WFP has identified and responded to changes in national capacity and needs Stakeholder perceptions on WFP capacity to adapt to changes in national capacities and needs	See above	Document review Semi-structured interviews	Content analysis Coding through keyword and reporting matrix Triangulation
1.5.3 CSP relevance in light of external shocks and COVID-19	Extent to which the CSP has been able to adapt and respond to external shocks and COVID-19, and ensure adequate attention to gender, equity and disability in the way it adapted to these challenges	Evidence that WFP has been able to adapt activities to external shocks Evidence that WFP has revised the CSP when needed to address new needs in response to external shocks	See above	Document review Semi-structured interviews	Content analysis Coding through keyword and reporting matrix Triangulation

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	Assumption 1	Stakeholder perceptions on WFP capacity to adapt to external shocks			
Evaluation question 2: What is the extent and quality of WFP specific contribution to CSP strategic outcomes and the United Nations Partnership Framework (UNPAF) in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNPAF? Were there any unintended outcomes, positive or negative?					
<p>2.1.1 WFP contribution to country capacity strengthening (CCS), including through service delivery</p> <p>Note: The contribution to UNPAF will be assessed in view of the answer to EQ1.3.1 on alignment</p>	<p>Extent to which the CSP has contributed to policy development</p> <p>Extent to which the CSP has contributed to generate evidence on food security issues</p> <p>Extent to which the CSP has contributed to stronger monitoring and evaluation (M&E) and information systems</p> <p>Extent to which the CSP has contributed to build linkages between food systems actors</p> <p>Extent to which the CSP has contributed to improve targeting and coverage in government programmes</p> <p>Extent to which the CSP has contributed to improve supply chain services</p> <p>Assumption 7</p>	<p>Evidence that WFP has supported policy development and planning</p> <p>Evidence that WFP work has led to changes in government policies and plans in line with WFP objectives</p> <p>Evidence that WFP has supported evidence generation</p> <p>Evidence that evidence generated by/with WFP has been used to inform decisions or design programmes</p> <p>Evidence that WFP has supported M&E and information systems</p> <p>Level of stakeholder satisfaction with systems supported by WFP</p> <p>Evidence that WFP has supported linkages among food systems actors</p> <p>Evidence that WFP work has created or reinforces linkages among food systems actors</p>	<p>CSP 2017–2023 and budget revisions</p> <p>UNPAF 2019–2023</p> <p>WFP M&E data</p> <p>Annual country reports (ACRs) and annual performance plans (APPs)</p> <p>Strategic outcome (SO) and post distribution monitoring reports</p> <p>WFP policies/guidance on targeting</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p> <p>Quantitative analysis WFP data</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		<p>Evidence that WFP work has led to changes in government approaches to targeting in line with WFP guidelines</p> <p>Evidence that WFP has supported improvements in targeting and coverage of government programmes</p> <p>Evidence that WFP work has led to changes in government approaches to targeting in line with WFP guidelines</p> <p>Evidence that WFP has supported partners with supply chain services</p> <p>Evidence that WFP work has resulted in improvements of the supply chain function</p>			
2.1.2 WFP contribution to crisis response	Extent to which WFP crisis response contributed to meet the needs of shock-affected populations	<p>WFP performance against needs identified by WFP and government and the subsequent the intervention designed by WFP</p> <p>WFP performance against output and outcome indicators for crisis response (SO3)</p> <p>Perception of stakeholders, including beneficiaries (and women), on the effectiveness of WFP performance</p>	<p>CSP 2017–2023 and budget revisions</p> <p>UNPAF 2019–2023</p> <p>WFP M&E data</p> <p>ACRs and APPs</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p> <p>Quantitative analysis WFP data</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<p>2.1.3 WFP actions across different activities reinforce each other and contribute to broader outcomes</p> <p>(Overlap with 1.4.2; 1.4.2 focuses on design, 2.1.2 on implementation)</p>	<p>Extent to which WFP has built linkages across activities during implementation</p> <p>Extent to which linkages have contributed to achieve WFP outcomes</p>	<p>Evidence that WFP actions across different activities are connected/linked</p> <p>Evidence that linkages across actions add value to WFP contribution to Namibia</p> <p>Evidence that different actions are linked in pursuit of broader outcomes/objectives</p>	<p>ACRs and APPs</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
<p>2.2 To what extent did WFP contribute to achievement of cross-cutting aims of the CSP and the UNPAF (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?²⁵⁷</p>					
<p>2.2.1 WFP performance in relation to cross-cutting indicators</p> <p>Note: The contribution to UNPAF will be assessed in view of the answer to EQ1.3.1 on alignment</p>	<p>The extent to which WFP has achieved its planned performance against cross-cutting-indicators in the logframe</p> <p>The extent to which WFP has contributed to cross-cutting aims during emergency response</p>	<p>WFP performance in relation to the cross-cutting indicators in the results framework</p> <p>Evidence on factors explaining WFP performance against targets/objectives</p> <p>Perception of stakeholders on the CSP's contribution to reaching cross-cutting aims and targets</p>	<p>UNPAF 2019–2023</p> <p>SO monitoring reports</p> <p>Post-distribution monitoring reports</p> <p>WFP M&E data</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>Government and other stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Quantitative analysis WFP data</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>

²⁵⁷ The humanitarian principles are not of primary relevance to WFP's programming in Namibia, given its main emphasis on capacity strengthening.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.2.2 WFP has integrated cross-cutting issues across the design of activities/actions and included these aspects in the reporting	<p>Extent to which WFP integrates cross-cutting issues in project/pilot design and implementation</p> <p>Extent to which WFP reporting discusses cross-cutting issues</p> <p>Extent to which WFP integrates cross-cutting aims in CSS activities</p>	<p>Evidence that the design of WFP activities and actions addresses cross-cutting issues</p> <p>Frequency and quality of reporting addressing cross-cutting issues</p> <p>Evidence that WFP has promoted cross-cutting aims in CCS activities with government</p> <p>Perception of stakeholders about how WFP integrated cross-cutting aims in CCS activities</p>	<p>See above, also including:</p> <p>CCS methodological approach</p>	See above	See above
2.3 To what extent did the CSP facilitate more strategic linkages between humanitarian action and longer-term development cooperation?					
2.3.1 Linkages between emergency response and longer-term development work	<p>The extent to which WFP emergency response activities in Namibia are designed following a 'nexus' approach (transition from emergency to development)</p> <p>The extent to which general WFP activities contribute to build bridges and address the humanitarian/development divide</p> <p>The extent to which WFP has participated in dialogue and consultations and sought to work with partners across the nexus</p> <p>Assumption 4</p>	<p>Evidence that response activities include components designed to facilitate and transition from emergency to development</p> <p>Evidence that the populations covered by humanitarian support through WFP were supported to become more resilient</p> <p>Number and frequency of dialogue, consultations with partners in relation to the nexus</p> <p>Number and frequency of partnerships and joint actions covering the nexus</p> <p>Stakeholder and beneficiary perceptions on the ability of WFP to implement a nexus approach</p>	<p>CSP 2017–2023 and budget revisions</p> <p>ACRs and APPs</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4.1 WFP projects/programmes are designed to be sustainable	<p>Extent to which the projects and programmes have been owned at different levels (Government of Namibia, as well as at more decentralized levels, including by beneficiaries)</p> <p>The extent to which the Government of Namibia and other external stakeholders plan and sequence activities to align with WFP's work</p> <p>Extent to which the Government of Namibia has coherently formulated demands for support and made staff available</p> <p>Extent to which CSP projects/programmes include adequate handover/exit strategies, including financial considerations</p> <p>Assumptions 5, 6, and 14</p>	<p>Evidence that WFP activities are aligned with government priorities</p> <p>Evidence that the Government coherently formulates demand for support and makes staff available</p> <p>Evidence that WFP activities respond to government demands or contribute to national programmes</p> <p>Evidence that WFP activities were well-attended</p> <p>Number of projects/programmes articulating handover/exit strategies and quality/scope of these strategies</p> <p>Stakeholder perceptions on the sustainability of actions implemented by WFP</p>	<p>CSP 2017–2023 and budget revisions</p> <p>ACRs and APPs</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
2.4.2. Consideration by WFP in the design and implementation of the environmental implications of the choice of strategies and approaches, and attention to	<p>Extent to which environmental and climate change considerations have been integrated in WFP strategies and activities</p>	<p>Evidence that WFP strategies and activities consider environmental and climate change considerations</p> <p>Number and frequency of WFP reporting on environmental and climate issues</p>	See above	See above	See above

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
these issues in the implementation and monitoring of the programmes					
Evaluation question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan (CSP) outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.1.1 WFP implemented projects/programme activities according to plan	<p>Adequate planning for the timely implementation of the programmes</p> <p>The extent to which CSP activities have been delivered as planned</p> <p>Alignment of human and financial resources to implementation needs</p> <p>Alignment of partner support with the expressed plans on partnerships and collaboration</p> <p>Assumptions 7 and 13</p>	<p>Evidence that WFP implemented activities and outputs within the delays foreseen when they were designed</p> <p>Evidence of factors explained any deviations from expected timeline</p> <p>Evidence that WFP has motivated any adjustments in the timeframe (e.g. humanitarian crisis and COVID-19 response)</p> <p>Analysis of budget execution against available resources and needs across different activities</p> <p>Stakeholder views on staff availability and capacity to implement the CSP</p> <p>Analysis of partnerships and alignment with plans</p> <p>Evidence that WFP's work on capacity strengthening was based on an accurate and relevant identification of capacity needs and gaps, as well as identification of priorities and possible partnerships</p>	<p>ACRs and APPs</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>WFP budget and finance data</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.2.1 Appropriateness of targeting and coverage in WFP support to direct beneficiaries	<p>The extent to which targeting and coverage of CSP activities are based on existing mapping of needs</p> <p>The extent to which new information from mapping and needs analysis, and/or requests from government led to major changes in targeting and implementation plans</p>	<p>Evidence that WFP has implemented standard criteria/practices to define targeting and coverage</p> <p>Evidence that targeting and coverage has been informed by vulnerability assessments</p> <p>Evidence that targeting and coverage align with the contents of vulnerability assessments</p> <p>Evidence that targeting and coverage consider cross-cutting issues (humanitarian, protection, accountability to affected populations, disability, gender equality and women's empowerment and environmental principles)</p> <p>Perception of stakeholders on the appropriateness of CSP targeting and coverage</p>	<p>CSP 2017–2023 and budget revisions</p> <p>WFP policies/guidance on targeting</p> <p>ACRs and APPs</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
3.3 To what extent were the strategies, approaches and activities of WFP cost-efficient?					
3.3.1 Cost-efficiency in CSP implementation	<p>The extent to which CSP has been able to maximize benefits with strategies to manage cost</p> <p>The extent to which CSP has incurred any additional costs than initially planned</p>	<p>Assessment of costs' evolution over time and of the most determinant factors affecting costs</p> <p>Evidence of active strategies in place to reduce costs and maximize benefits (e.g. complementarities between donors and</p>	<p>Use of WFP advance mechanisms</p> <p>WFP supply chain and procurement data</p> <p>SO and post-distribution monitoring reports</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>The extent to which WFP supply chain and logistics expertise helped to maximize efficiency</p> <p>Capacity of WFP to execute the budget</p> <p>Assumption 11</p>	<p>partners, maximization of use of digital platforms, market and price analysis, etc.)</p> <p>Evidence that WFP supply chain and procurement systems have resulted in lower transaction costs, and/or more agile and faster procurement processes</p> <p>Perception of stakeholders on CSP cost-efficiency</p>	<p>Activity reports and assessments, including those from WFP partners</p> <p>Government and other national stakeholders</p>	<p>Quantitative analysis of WFP data</p>	<p>Quantitative analysis</p>
3.3.2 Alternative interventions were considered in CSP design and/or subsequent annual plans	<p>The extent to which alternative interventions were considered in CSP design and/or subsequent annual plans</p> <p>Adequacy of WFP procedures for assessing and selecting among different options</p> <p>The extent to which alternative interventions were discussed with partners and government counterparts</p> <p>Extent to which WFP has supported government in considering alternative, more cost-effective measures, measures</p> <p>Assumption 11</p>	<p>Evidence that alternative modalities/approaches were considered when designing interventions</p> <p>Evidence that WFP used an objective approach to evaluate different alternatives</p> <p>Evidence that WFP choices made were justified</p> <p>Existence of studies/reports that examine issues around cost-effectiveness</p> <p>Evidence that CSP interventions and possible alternatives were discussed with government counterparts</p> <p>Evidence that, in the context of CCS activities, WFP supported government in considering alternatives</p> <p>Perception of stakeholders on CSP cost-effectiveness</p>	<p>CSP 2017–2023 and budget revisions</p> <p>SO and post-distribution monitoring reports</p> <p>Activity reports and assessments, including those from WFP partners</p> <p>CCS methodological approach</p> <p>Government and other national stakeholders</p> <p>Field visits analysis</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Focus groups and direct observation</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan (CSP)?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?					
4.1.1 Volume of resources mobilized in support of the CSP, and adequacy of the coverage of different priorities	<p>WFP has developed a resources mobilization strategy based on contextual analysis and is implementing it</p> <p>Extent to which WFP financial resources are sufficient to meet existing needs</p> <p>Extent to which WFP financial resources were provided in a timely manner</p> <p>Assumptions 8, 11</p>	<p>Evidence that WFP has put in place a resource mobilization strategy and backed it with dedicated staff</p> <p>Assessment of implementation of resource mobilization strategy and results</p> <p>Analysis of needs and mobilized resources over the evaluation period, in relation to planned periods of execution</p>	<p>WFP finance and budget data</p> <p>CSP annual reports and APPs</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews</p> <p>Quantitative analysis of WFP data</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>
4.1.2 Predictability of resources mobilized in support of the CSP	<p>Extent to which financial resources have allowed WFP to plan and implement activities over the duration of the CSP</p> <p>Extent to which financial resources were provided on the expected/agreed dates</p> <p>Assumptions, 8 11</p>	<p>Assessment of funding shortfall in relation to the resources included in the implementation plan</p> <p>Assessment of timeliness in the disbursement of financial resources by donors</p> <p>Average duration of grants and volume of funds provided on a multi-year basis</p>	See above	See above	See above
4.1.3 Flexibility of resources mobilized in support of the CSP	Extent to which financial resources have allowed WFP to	Level of earmarking of funds mobilized by WFP	See above	See above	See above

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>adapt to changes in the external context</p> <p>Extent to which financial resources have allowed WFP to fill gaps in the implementation of the CSP</p> <p>Duration and availability of financial resources mobilized by WFP</p> <p>Assumption 8</p>	<p>Volume of unrestricted funds</p> <p>Stakeholder perceptions on the flexibility of WFP financial resources</p> <p>Evidence of strategies to manage funds and fill gaps in the implementation of the CSP</p>			
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.2.1 WFP has put in place monitoring and reporting mechanisms to track performance and inform management decisions	<p>Adequacy of WFP M&E systems to collect and process data on performance across different activities and SOs</p> <p>Assumption 10</p>	<p>Evidence that WFP has introduced an M&E plan</p> <p>Number of M&E staff and evolution over time</p> <p>Perceptions on capacity of M&E staff</p> <p>Frequency and quality of reporting over the evaluation period</p>	<p>CSP logframe</p> <p>WFP indicator data</p> <p>CSP annual reports and APPs</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>
4.2.3. Monitoring and reporting include an appropriate focus on cross-cutting priorities	<p>Extent to which M&E systems are designed to collect information on cross-cutting issues, (protection, accountability, gender, equity, disability and environmental considerations)</p> <p>Assumption 10</p>	<p>Evidence that cross-cutting issues have been integrated in M&E systems</p> <p>Number and frequency of internal reports addressing cross-cutting issues</p>	See above	See above	See above

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.2.2 Performance of monitoring and reporting mechanisms	<p>Extent to which M&E systems have allowed WFP to monitor and report on CSP performance</p> <p>Extent to which M&E systems have allowed WFP to identify lessons learned and adapt projects and programmes</p> <p>Extent to which M&E systems have provided information that has allowed WFP to prioritize cross-cutting issues (protection, accountability, gender, equity, disability and environmental considerations)</p> <p>Assumption 10</p>	<p>Quality and frequency of M&E reporting</p> <p>Evidence that WFP adapted programmes based on challenges identifies and/or lessons learned</p> <p>Evidence that WFP reporting has allowed WFP to identify and prioritize challenges in relation to cross-cutting issues</p> <p>Evidence that WFP internal and external evaluations and assessments have been used to inform management decisions</p>	<p>See above, in addition</p> <p>SO monitoring reports and other activity reports</p>	See above	See above
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
<p>4.3.1 Contribution of WFP partnerships in Namibia to CSP implementation</p> <p>(1.3.2 already discusses the identification of partnerships)</p>	<p>Extent to which WFP has been able to 94umber94es partnerships in support of individual projects and programmes</p> <p>Extent to which WFP has been able to 94umber94es partnership in support of the CSP strategic outcomes</p> <p>Extent to which partnerships have been sustained in time</p>	<p>Nature and scale of partnerships with government entities</p> <p>Nature and scale of partnerships with Private Sector actors</p> <p>Nature and scale of partnership with donors and nongovernmental stakeholders</p> <p>Nature and scale of partnerships with other country office WFP units</p>	<p>CCS methodological approach</p> <p>Memoranda of Understanding signed by WFP</p> <p>CSP 2017–2023 and budget revisions</p> <p>ACRs</p> <p>Government and other national stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>Extent to which WFP has engaged in partnerships that have contributed to its ambitions in capacity strengthening</p> <p>Extent to which partnerships have been deliberately sought with the purpose of furthering WFP's contribution to gender, equity, inclusion, and environmental priorities.</p> <p>Extent to which partnerships have been deliberately sought with the purpose of furthering WFP's contribution to protection and accountability</p> <p>Assumption 4</p>	Analysis of south-south cooperation missions	WFP and WFP partners activity reports		
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?					
4.4.1 Appropriateness of WFP country office structure from human resources (HR) perspective	<p>Alignment between WFP structure and needs from the point of view of implementation</p> <p>Number of staff and gender balance in relation to staffing needs/plans</p> <p>Assumption 3</p>	<p>Evolution of WFP structure in Namibia over the evaluation period in relation to needs</p> <p>Evolution of staff numbers, including gender breakdown and type of contract</p>	<p>WFP staffing data over CSP</p> <p>Organizational review</p>	<p>Document review</p> <p>Quantitative analysis of staffing data</p>	<p>Content analysis</p> <p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>
4.4.2 Capacity of WFP country office staff in relation to plans	Effective recruitment of staff members with requisite skills and	Number and type of vacant positions	See above, in addition:	Document review	Content analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
and needs and cross-cutting issues	<p>experience to support directions and approaches central to the CSP</p> <p>Degree of WFP success in retaining key staff and minimizing turnover</p> <p>Support and training from headquarters and Regional Bureau of Johannesburg (RBJ)</p> <p>Structure and staff capacity/training in relation to gender and other cross-cutting issues</p> <p>Assumption 3</p>	<p>Type of contracts and average duration</p> <p>Stakeholder perceptions on the number and frequency of trainings organized by headquarters/RBJ</p> <p>Number of staff and time assigned to cross-cutting issues</p>	WFP staff	<p>Semi-structured interviews</p> <p>Quantitative analysis of staffing data</p>	<p>Coding through keyword and reporting matrix</p> <p>Triangulation</p> <p>Quantitative analysis</p>
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					
4.5.1 Other internal factors affecting WFP performance	<p>Extent to which oversight and support from headquarters and RBJ have contributed to CSP implementation</p> <p>Capacity to mobilize relevant and high-quality internal and external technical expertise in support of the CSP implementation priorities</p> <p>Assumptions 3 and 9</p> <p>Contribution of WFP systems and processes (finance, procurement,</p>	<p>Stakeholder perceptions on the usefulness/relevance of support from headquarters and RBJ</p> <p>Stakeholder perspectives on quality of WFP technical expertise including south-south collaboration</p> <p>Evidence that WFP systems have contributed/hindered CSP implementation in any area</p>	<p>Reports from RBJ missions</p> <p>ACRs and APPs</p> <p>CSP Mid-Term Review</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding of interview data</p> <p>Triangulation across data collection methods and sources</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	M&E, supply chain) to the implementation of the CSP				
4.5.2 External factors affecting WFP performance	<p>Extent to which WFP was able to adapt to/deal with the following factors:</p> <ul style="list-style-type: none"> - Constraints in government spending - Rising prices - Government coordination - Government capacity <p>Assumption 12</p>	<p>Analysis of WFP response to external factors such as constrains in government spending, rising prices, government coordination and government capacity</p> <p>Stakeholder perceptions on WFP response to external factors</p>	<p>CSP and budget revisions</p> <p>ACRs and APPs</p> <p>Government and other national stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews</p>	<p>Content analysis</p> <p>Coding of interview data</p> <p>Triangulation across data collection methods and sources</p>

Annex IV Evaluability assessment

1. During the Inception Phase, the evaluation team performed an in-depth evaluability assessment which included an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation and which is presented in the evaluation terms of reference (ToR).
2. A first set of challenges relates to the availability and quality of the monitoring and evaluation (M&E) data in the form of outcome, output and cross-cutting indicators. The evaluability assessment shows that the logical framework (logframe) has evolved and that there is limited consistency with the initial country strategic plan (CSP) logframe. The initial version of the logframe (v1.0) contains one outcome indicator, one cross-cutting indicator and nine output indicators. An intermediary version (v3.0) contains three outcome indicators, one cross-cutting indicator and 18 output indicators. The most recent version (v6.9) contains seven outcome indicators, nine cross-cutting indicators and 30 output indicators. Moreover, there is a delay between the update of the logframe and the availability of data that is visible in the fact that WFP is not yet reporting across all indicators. For example, WFP started reporting on cross-cutting indicators in 2020, and in 2021 it reported against 18 out of the 30 output indicators in the latest version of the logframe. In addition, in some cases, such as strategic outcomes (SOs) 4 and 5, there are no baseline data to serve as a reference. Some of the changes on the logframe follow updates and changes to the WFP Corporate Results Framework (CRF).
3. There are also some limitations in the use of indicators to monitor and assess progress on country capacity strengthening (CCS) activities. Recorded indicators measure quantitative aspects such as number of activities implemented by WFP and people trained, but they do not provide qualitative information on the change that is supposed to happen as a result of this training. Moreover, the indicators are nested within SOs and activities and fail to capture WFP actions across different CSP activities that support common objectives. There are also a range of activities that are part of the approach to capacity strengthening that are not measured at all through CRF indicators – for example, changes in processes and procedures as a result of system strengthening.
4. A second set of challenges relates to the limited institutional memory and documentation availability for activities implemented before 2020. Namibia country office (NACO) has provided only a subset of documents about CSP implementation, and there is a significant gap with respect to some of the activities, especially in earlier years. Particular gaps include implementing partners' reports, SO monitoring reports and post-distribution monitoring reports. It is the understanding of the evaluation team that these documents should be available at least for distribution activities (food and cash-based transfers (CBT)). The team has also not been able to access design documents such as gap/needs assessments. It is not clear if these documents exist. As illustrated in Annex VI, the team has spent a considerable amount of time trying to map WFP activities in the country since 2017. In addition, key staff have joined NACO recently and lack knowledge and historical memory of CSP implementation in earlier years. There is also limited evaluative evidence that the team can rely on. The CSP Mid-Term Review²⁵⁸ conducted in 2019, the Decentralized Evaluation of Namibia National School Feeding Programme 2012–2018²⁵⁹ and some evidence in the Strategic Evaluation of the Contribution of School Feeding activities to the Achievement of the Sustainable Development Goals²⁶⁰ (2020) can provide some insights about the implementation of certain activities, but coverage of the whole period and all activities is not feasible.

²⁵⁸ WFP NACO. 2019b. CSP MTR.

²⁵⁹ MOEAC. 2020b. NSFP Evaluation.

²⁶⁰ WFP. 2021b. School Feeding Strategic Evaluation.

5. A third set of challenges relate to the early stages of implementation of some activities, following budget revision 5 (BR05) in 2021. For example, Activity 7 (SO4) received its first contribution in 2022, while Activity 8 is still waiting for contributions. In general, projects and programmes that WFP is starting or has recently started to implement are difficult to evaluate, especially from an effectiveness point of view.

6. The evaluation team did not encounter any challenges in terms of access to the different regions and field sites, other than those imposed by the limited institutional memory which, together with limited documentation, could mean some involuntary gaps in knowledge of locations where WFP has provided support over the years.

7. Evaluability challenges described above could affect the evaluation. In particular, data limitations and lack of institutional memory could affect the quantity and quality of the evidence available to answer evaluation question 2 (EQ2) on effectiveness. These factors could also affect the relevance analysis of past actions and their efficiency. Lack of evidence is a risk for the evaluation and some of these concerns are reflected in Annex II. The evaluability challenges have also prompted the team to adopt the following mitigation measures:

- Complement data collection from NACO with requests to Regional Bureau of Johannesburg (RBJ), headquarters and partners. This could help with some of the gaps, but it is unlikely that the team can collect a substantial amount of documentation. This process started during the inception phase.
- Reach out to former WFP staff, some of whom remain available to talk to us. The team has started putting together a list of these persons.
- Develop a specific approach to understanding CCS to map the work of WFP across different activities and reconstruct how CCS activities have evolved over time (see below). The CCS approach should help to mitigate the limitations in terms of both availability of indicator data (outcomes and outputs) and challenges in terms institutional memory and documents.
- Review new and emerging activities, to assess relevance and design rather than effectiveness (results). Field work also helps capture emerging views about results for some of the recent projects.

8. The evaluation matrix (Annex III) was adjusted to account for key limitations.

9. During the Inception Phase, the evaluation team performed an in-depth evaluability assessment which included an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

10. The key constraints affecting the evaluability and described in this annex include:

- inconsistent indicator data availability (see Table 16 and Table 18);
- no baseline data available for SO4 and SO5;
- minimal institutional knowledge and limited documentation of programmes prior to 2020;
- change in focus of the CSP after December 2021;
- capacity-strengthening work recorded in terms of number of capacity-strengthening activities – no data available to capture the quality of capacity strengthening outcomes (see Table 15, and SO4 and SO5);
- details of current activities are not adequately captured by the indicators selected; and
- numerous pilot activities are not yet developed sufficiently to provide outcome results.

Key informants

11. Only one senior member of staff currently working at NACO were employed at the time of the development of the CSP. Some of the former staff have agreed to make themselves available for the data collection phase. Others are likely to be unavailable.

12. The key beneficiary for the capacity-strengthening activities is the Government of Namibia. Members of ministry staff are likely to make themselves available for interview.

13. Recipients of shock-resilience activities such as soup kitchen, food distribution for antiretroviral patients, CBT and vouchers may not be available for consultation due to the distance between villages in Namibia, and a reluctance for people to travel just for this evaluation. Any information they could give would be of limited use given the short-term nature of these shock-resilience interventions. Nonetheless, the team plans to conduct some focus group discussions with recipients of the most recent CBT pilot implemented by WFP, and a few villages visited.

14. Consultation with informants on Home-Grown School Feeding (HGSF) and the surrounding food systems should be possible, but as the activities are in the pilot phase, it may be of limited use.

Logframe indicators

15. The assessment of data availability for the baselines and targets of each outcome and output indicator shows gaps in reporting that pose challenges to measuring progress towards expected results. Additionally, the number and type of indicators has expanded over the period of the CSP, resulting in less consistency in the reporting of results against baselines and targets. In general, reporting against indicators in the Annual country reports (ACRs) is more comprehensive from 2019 onwards. It appears that such detailed data (type of support provided, disaggregation of beneficiary data) are not available for 2017 and 2018. As of January 2022, the CSP logframe includes seven outcome indicators, 30 output indicators, and nine cross-cutting indicators. This is the sixth iteration of the logframe. Supporting tables are provided at the end of this section.

16. For SOs 1, 2 and 3, both baseline and monitoring data are available. However, while SO1 is the only outcome that was included from the beginning of the CSP, the other two SOs were only introduced in 2019. Furthermore, the most recent budget revision (December 2021) added two SOs (SO4 and SO5). There are no reports that provide information on these two SOs and related outcome indicators. In addition, throughout the six revisions of the CSP, indicators were added while maintaining the previous one (instead of replacing them), which poses a challenge for measuring progress towards expected results. Some of the revisions can be explained by changes introduced to the WFP CRF.

17. There is an absence of indicators concerning the quality of CCS interventions (see Table 18 and SO4 and SO5) and more generally, there is no method of capturing WFP commitment to this concept, building and strengthening sustainable national capacities and systems. Indicators focus principally on numbers of those trained and numbers and scope of training exercises completed. This tells us very little about building capacities of national or local organizations and institutions, or about the development and entrenching of core competencies. The two main outcome indicators for which there are both baseline data (2017) and monitoring data for 2020 and 2021 are: (i) the Emergency Preparedness Capacity Index; and (ii) the number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP. Table 15 provides a summary of the data that are available per activity regarding number of people trained, number of activities supported and number of technical support activities provided. The table demonstrates that the data are not available consistently through the CSP period for these three main indicators. Furthermore, the monitoring data do not capture the five pathways of CCS.²⁶¹

18. Data on cross-cutting issues presents weaknesses that affect the extent to which WFP's work in these areas is captured. WFP started reporting on cross-cutting indicators other than gender in the 2020 ACR. However, the evaluation identified various data issues that make the reported values difficult to interpret or compare for evaluation purposes. For example, in the case of gender, the 2020 ACR provides aggregated data, while the 2021 ACR breaks it down by region. Also, the data presented in ACR 2021 is the same for different regions because WFP did not collect data and used secondary sources which do not have a

²⁶¹ i) Policies and legislation; ii) Intentional accountability; iii) Strategic planning and financing; iv) Stakeholder programme design and delivery; and v) Engagement and participation of non-state actors.

sufficient level of granularity. Interestingly, none of the cross-cutting indicators in ACR 2021 include values for 2020, despite ACR 2020 providing data for some of these indicators. This suggests that there were some weaknesses in the way the indicators were calculated in ACR 2020. In fact, the ACR 2020 data for all protection indicators other than gender have a baseline and follow-up value of 100 and it is not clear how these figures were calculated.

19. Sex- and age-disaggregated data are not captured in COMET. When these datasets are captured, they are reported in the ACRs. Furthermore, data regarding persons with disabilities, or the nutritional status of beneficiaries, have not been made available. This would limit the evaluability of cross-cutting issues. However, WFP in Namibia is treating children with Global Acute Malnutrition (GAM). The evaluation team attempted to identify data that track this activity.

Table 15 Country capacity strengthening summary data

	Number of people trained	Number of activities supported	Number of technical support activities provided
SO1: Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year			
Activity 01: Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes	2018–2019	2018, 2020, 2021	2017–2021
Activity 02: Provide capacity strengthening and technical assistance to the government entities responsible for school feeding	2017–2021	2017–2022	2017–2021
Activity 06: Provide technical support to government entities responsible for nutrition programs	n/a	2021	n/a
SO2: Government policy dialogue and programme design in Namibia is informed by evidence and enhanced knowledge of hunger issues throughout the Fifth National Development Plan (NDP5) period			
Activity 03: Provide capacity strengthening to government entities involved in hunger-related policy and programming	n/a	2017–2022	2017–2022
Activity 04: Provide technical assistance to the Ministry of Gender Equality, Poverty Eradication and Social Welfare and partners involved in the implementation of the Zero Hunger Road Map	n/a	2017–2022	n/a
SO4: Governmental institutions in Namibia have capacity to conduct analysis that supports planning towards transformative and resilient food			
Activity 07: Support government entities to strengthen food systems in the country	n/a	n/a	n/a
SO5: Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise through the CSP period			
Activity 08: Support government and development partners with supply chain and digital services and expertise	n/a	n/a	n/a

Table 16 Country Strategic Plan Namibia 2017–2023 logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	Total number. of indicators	1	1	9
v 3.0	New indicators	2	0	9
	Discontinued indicators	0	0	0
	Total number of indicators	3	1	18
v 6	New indicators	4	8	12
	Discontinued indicators	0	0	0
	Total number of indicators	7	9	30
Total number of indicators that were included across all logframe versions		1	1	9

Source: Logframes extracted from Comet on 20/01/2022.

Table 17 Analysis of results reporting in Namibia annual country reports (ACRs) (2017–2021)

		ACR 2017	ACR 2018	ACR 2019	ACR 2020	ACR 2021
Outcome indicators						
	Total number of indicators in applicable logframe	1	1	5	5	8
Baselines	Number of indicators with any baselines reported	1	1	4	6	7
	Total number of baselines reported	1	1	6	8	13
Year-end targets	Number of indicators with any year-end targets reported	0	0	1	6	7
	Total number of year-end targets reported	0	0	1	8	13
CSP-end targets	Number of indicators with any CSP-end targets reported	1	1	1	6	7
	Total number of CSP-end targets reported	1	1	1	8	12

		ACR 2017	ACR 2018	ACR 2019	ACR 2020	ACR 2021
Follow-up	Number of indicators with any follow-up values reported	0	0	4	6	7
	Total number of follow-up values reported	0	0	6	8	13
Cross-cutting indicators						
	Total number of indicators in applicable logframe	1	1	9	9	9
Baselines	Number of indicators with any baselines reported	0	0	0	9	8
	Total number of baselines reported	0	0	0	11	15
Year-end targets	Number of indicators with any year-end targets reported	0	0	0	9	8
	Total number of year-end targets reported	0	0	0	11	15
CSP-end targets	Number of indicators with any CSP-end targets reported	0	0	0	9	8
	Total number of CSP-end targets reported	0	0	0	11	15
Follow-up	Number of indicators with any follow-up values reported	0	0	0	9	8
	Total number of follow-up values reported	0	0	0	11	15
Output indicators						
	Total number of indicators in applicable logframe	9	9	23	23	31
Targets	Number of indicators with any targets reported	14	14	14	6	7
	Total number of targets reported	8	8	18	14	18
Actual values	Number of indicators with any actual values reported	14	14	13	6	7
	Total number of actual values reported	14	14	15	14	18

Source: Namibia ACRs 2017, 2018, 2019, 2020 and 2021.

WFP data and institutional memory

20. As mentioned above, key NACO staff are new in the office and there are very few staff who date back to before 2020. This creates a number of challenges that were made apparent during the inception phase. First, staff find it hard to locate and share documents from 2020 and earlier years. Despite repeated requests, NACO has provided a very limited set of documents on the implementation of the CSP. As a back-up plan, the evaluation team has contacted the regional bureau, where copies of some of the reports might be accessible. Key documents currently missing are the post-distribution monitoring reports and the outcome monitoring reports for different activities. It is difficult to assess whether other key documents are missing because there is a lack of institutional memory.

21. Second, staff have a limited institutional memory, and access to information about past CSP activities and WFP performance is limited. Some of the former staff have agreed to make themselves available for the data collection phase. Others are likely to be unavailable.

22. Moreover, there has been a significant change of focus following the stakeholder consultations held by WFP in December 2020. These changes are reflected in BR05, where two new SOs and three new activities were introduced in the CSP. The NACO structure was also reviewed to make sure it was fit for purpose, and the resulting changes are still being implemented. In addition, staff data show that most of the staff are currently on short-term contracts (29 out of 36 staff as of January 2022).

23. From an implementation perspective, some of the activities introduced in BR05 have only received funding in 2022 (Activity 7) or are still waiting for it (Activity 8). Moreover, some of the pilot projects in other areas are relatively recent. In these cases, it is too early to evaluate the effectiveness of these activities or projects. Instead, the team has focused on other aspects such as relevance and design.

Country context and national data

24. Namibia is considered a relatively stable country. The team does not anticipate any challenges that could restrict access or travel within the country.

25. On a scale of 0 to 100, Namibia scored 51.1 in the 2020 World Bank Statistical Capacity Score.²⁶² In general, statistics are considered reliable, but some of the data are relatively old. The WFP country office remains reliant on the Demographic and Health Survey from 2013 for comprehensive national data. Additional data on specific aspects of the Namibian population are available from a variety of sources. These include:

- Namibia Statistics Agency (2019) Namibia Census of Agriculture 2013/14, Communal Sector Revised Report 2019, and quarterly bulletins on agriculture, forestry and fishing (2021)
- Namibia Statistics Agency (2019) The Namibian Labour Force Survey 2018 Report. March 2019
- Namibia Statistics Agency (2019) Namibia Land Statistics Booklet, September 2018
- Namibia Statistics Agency (2020) Report on Mortality and Causes of Deaths in Namibia, 2016–2017. 15 October 2020
- Namibia Statistics Agency (2021) Namibia Multidimensional Poverty Index Report 2021. 9 June 2021
- Namibia Statistics Agency (2019) Sustainable Development Goals Baseline Report
- Namibia Statistics Agency (2017) Namibia Financial Inclusion Survey 2017
- Namibia Statistics Agency (2016) Namibia Household Income and Expenditure Survey (NHIES) 2015/2016 Report

²⁶² World Bank Statistical Capacity Indicator Dashboard. Accessed 15 July 2022.

- Namibia Statistics Agency (2017) Namibia Inter-censal Demographic Survey 2016 Report. September 2017. In July 2021, Namibia Statistics Agency postponed the next census to August 2022
- Government of Republic of Namibia (2018). Namibia Population-Based HIV Impact Assessment Namibia 2017. July 2018
- Namibia Statistics Agency (2020) Environmental Statistics Compendium for Namibia, September 2020
- Ministry of Education, Arts and Culture (2020) Educational Management Information Systems 2020. 7 December 2020
- United Nations Office for Disaster Risk Reduction (2018) Disaster Risk Profile Namibia. 28 February 2018
- Jacob's Foundation (2020) Children's Worlds Report, International Survey of Children's Wellbeing.

Table 18 Analysis of results data available (2017–2021)

Strategic outcome (SO)	Activity	Output	Description	Data availability
Strategic outcome 1: Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year				
Outcome indicator 1.3.2			Emergency Preparedness Capacity Index	Baseline 2017, data for 2020, 2021
Outcome indicator 1.3.34			Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Baseline 2017, data for 2020, 2021
	Activity 1: Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes			
		Output: Food insecure people benefit from the Government's improved capacity to design, implement and scale up the national shock-responsive safety nets in order to ensure their access to food and to increase their income available for other basic necessities (SDG 1)		
		Output indicator C.1	Number of people trained	Data available 2018–2019
		Output indicator C.2	Number of capacity development activities provided	Data available 2018, 2020+ reported under C5
		Output indicator C.3	Number of technical support activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.4*	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	No data available

Strategic outcome (SO)	Activity	Output	Description	Data availability
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2020–2022 reported by technical assistance and training workshops
	Activity 2: Provide capacity-strengthening and technical assistance to the government entities responsible for school feeding			
		Output: School children benefit from improved implementation capacity of the Government to design and manage the Namibian School Feeding Programme in order to meet their basic food and nutrition needs and increase school enrolment (SDG 4)		
		Output indicator C.1	Number of people trained	Data available 2017–2019, 2020 reported under C5
		Output indicator C.2	Number of capacity development activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.3	Number of technical support activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.4*	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2018
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2020–2022 reported by technical assistance and training workshops
		Output indicator C.7*	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity-strengthening support (new)	No data available
	Activity 06: Provide technical support to government entities responsible for nutrition programmes			

Strategic outcome (SO)	Activity	Output	Description	Data availability
		Output: Food-insecure people benefit from the Government's improved capacity to design and implement nutrition-sensitive interventions that improve access to and consumption of nutritious diet		
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data for 2021 in ACR but not in COMET data
Strategic outcome 2: Government policy dialogue and programme design in Namibia is informed by evidence and enhanced knowledge of hunger issues throughout NDP5 period				
Outcome indicator 5.1.14			Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Baseline 2017, data for 2020, 2021
Outcome indicator 5.1.3			Emergency Preparedness Capacity Index	Baseline 2017, data for 2020, 2021
	Activity 3: Provide capacity strengthening to government entities involved in hunger-related policy and programming			
		Output: Food-insecure people in Namibia benefit from the Government's increased utilization of evidenced-based analysis in zero hunger programming in order to improve their access to food and other basic needs		
		Output indicator C.2	Number of capacity development activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.3	Number of technical support activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.4*	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	No data available

Strategic outcome (SO)	Activity	Output	Description	Data availability
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2020–2022 reported by technical assistance and training workshops
	Activity 4: Provide technical assistance to the Ministry of Gender Equality, Poverty Eradication and Social Welfare and partners involved in the implementation of the Zero Hunger Road Map			
		Output: Food-insecure people benefit from the strengthened capacity of national authorities to coordinate and implement the Zero Hunger Road Map in order to improve their food security and nutrition status		
		Output indicator C.3	Number of technical support activities provided	Data available 2017–2019, 2020+ reported under C5
		Output indicator C.4*	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	No data available
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2020–2022 reported by technical assistance and training workshops
Strategic outcome 3: Targeted food-insecure households affected by shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises				
Outcome indicator 1.1.1			Food Consumption Score	Baseline 2019, follow-up 2020, 2021
Outcome indicator 1.1.2.2			Consumption-based Coping Strategy Index (Average)	National baseline 2019, regional baselines 2021. National follow-up 2020
	Activity 5: Provide food assistance to vulnerable people affected by shocks			

Strategic outcome (SO)	Activity	Output	Description	Data availability
		Output: Shock-affected households facing moderate and severe food insecurity are supported to meet their basic food and nutrient requirements		
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Data available 2019–2022 but activities not in every year
		Output indicator C.7*	Number of national institutions benefiting from embedded or seconded expertise as a result of WFP capacity-strengthening support (new)	No data available
		Output: Shock-affected households facing moderate and severe food insecurity are supported to meet their basic food and nutrient requirements		
		Output indicator A.1	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity-strengthening transfers	Data available 2019–2022 but activities not in every year
		Output indicator A.2	Quantity of food provided	Data for 2019–2021 in ACR but not in COMET data
		Output indicator A.9*	Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	No data available
		Output indicator A.12	Quantity and type of micronutrient provided on average per child per day (covering % of daily micronutrient requirements)	No data available
Strategic outcome 4: Governmental institutions in Namibia have capacity to conduct analysis that supports planning towards transformative and resilient food systems by the end of 2023				
Outcome indicator 4.2.22			Percentage increase in production of high-quality and nutrition-dense foods	No baseline or follow-up data
	Activity 7: Support government entities to strengthen food systems in the country			

Strategic outcome (SO)	Activity	Output	Description	Data availability
		Output: Government entities are provided with technical support to undertake system modelling and analysis		
		Output indicator C.5*	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	No data reported
		Output: Smallholder farmers benefit from strengthened linkages to institutional markets to increase sales and revenue		
		Output indicator C.4*	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	No data reported
Strategic outcome 5: Government and development partners in Namibia are supported by efficient and effective supply chain and digital services and expertise through CSP period				
Outcome indicator 8.2.2			User satisfaction rate	No baseline or follow-up data
	Activity 8: Support government and development partners with supply chain and digital services and expertise			
		Output: Government and other partners benefit from on-demand service delivery in order to procure, store and handle food and strengthen social protection and safety net programmes		
		Output indicator H.1	Number of shared services provided, by type	No data reported

Table 19 Performance against logframe indicators

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022		
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved
Strategic outcome 1: Vulnerable populations in Namibia are enabled to meet their food and nutrition needs throughout the year																			
Outcome indicator – Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	Target: 10								Base: 7		8				9				
Outcome indicator – Emergency Preparedness Capacity Index	Target: 18		Base: 14								16				18				
Activity 1. Provide capacity strengthening to the government entities responsible for national shock-responsive safety net programmes																			
Number of government counterparts trained in use and management of monitoring system for Food and Nutrition Security	individual	0	0		15	22	146.7%	31	31	100.0%									
Number of technical support activities provided to carry out studies and assessments	activity	0	0		1	1	100.0%	1	1	100.0%	4	4	100.0%	5	7	140.0%			
Number of technical support activities provided to design and develop policies, strategies and	activity	0	2		5	5	100.0%	5	5	100.0%	1	1	100.0%	3	3	100.0%			

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022		
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved
programmes for national safety nets																			
Activity 2. Provide capacity-strengthening and technical assistance to the government entities responsible for school feeding																			
Number of capacity-development activities provided for the expansion of School Feeding and food diversification	activity	2	7	350%	5	9	180.0%	4	4	100.0%									
Number of training sessions/workshop organized	training session		1			1													
Number of government and private sector individuals trained to implement public/private partnership strategy	individual		63			300													
Number of government counterparts trained in use and management of monitoring system for Food and Nutrition Security	individual		63			300		60	60	100.0%									
Number of technical support activities provided to carry out studies and assessments	activity		4			5			1										
Number of technical support activities	activity		4			5			3										

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022		
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved
provided to design and develop policies, strategies and programmes for national safety nets																			
Number of technical support activities provided to develop a sustainable public/private sector collaboration for school feeding	activity		1			1													
Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new in 2019)	activity							3	0.0%	6	5	83.3%	9	10	111.1%				
Activity 6. Provide technical support to government entities responsible for nutrition programmes																			
Beneficiaries receiving capacity strengthening transfers	Male												0	15					
	Female												0	13					
	Total												0	28					
Strategic outcome 2: Government policy dialogue and programme design is informed by evidence and enhanced knowledge of hunger issues throughout NDP5 period																			
Output indicator - Number of national food security and nutrition policies, programmes and system components enhanced as a result	Target: 7								Base: 4			5						7	

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022		
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved
of WFP capacity strengthening																			
Activity 3. Provide capacity strengthening to government entities involved in hunger-related policy and programming																			
Number of technical support activities provided on food security monitoring and food assistance	activity	1	3	300%	3	4	133.3%	4	4	100.0%									
Number of studies and assessments supported	assessment	2	2	100%	4	3	75.0%	5	3	60.0%									
Number of training sessions/workshop organized	training session	2	2	100%	3	3	100.0%	2	2	100.0%									
Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new in 2019)	activity										6	6	100%	8	10	125.0%			
Activity 4. Provide technical assistance to the Ministry of Gender Equality, Poverty Eradication and Social Welfare and partners involved in the implementation of the Zero Hunger Road Map																			
Number of technical assistance activities provided	unit	3	2	66.7%	3	3	100.0%	5	5	100.0%									
Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition	activity										5	4	80.0%	5	0	0.0%			

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022			
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	
stakeholder capacities (new in 2019)																				
Strategic outcome 3: Targeted food-insecure households affected by shocks in Namibia benefit from enhanced access to adequate food and nutrition during and in the aftermath of crises (new 2019)																				
Output indicator - Consumption-based coping strategy index (Average)	Target: 2							Base: 6				2								
Output indicator - % households with acceptable Food Consumption Score	Target: >40							Base: 64				55				21,80,17				
Output indicator - % households with borderline Food Consumption Score	Target: <40							Base: 21				30				43,8,30				
Output indicator - % households with poor Food Consumption Score	Target: <20							Base: 15				15				36,13,54				
Activity 5. Provide food assistance to vulnerable people affected by shocks																				
Beneficiaries receiving food transfers - General Distribution	Male								23,797	4,204	17.7%	39,448	39,524	100.2%	0	20,283				
	Female								21,103	3,715	17.6%	34,984	34,908	99.8%	0	17,988				
	Total								44,900	7,919	17.6%	74,432	74,432	100.0%	0	38,271				
Beneficiaries receiving food transfers - HIV	Male								164,651			164,651	161,906	98.3%						

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022			
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	
Mitigation & safety nets	Female							140,257				140,257	143,002	102.0%						
	Total							304,908				304,908	304,908	100.0%						
Beneficiaries receiving cash-based transfers	Male							15,652							41,488	4,963	12.0%			
	Female							13,880							36,788	4,403	12.0%			
	Total							29,532							78,276	9,366	12.0%			
Beneficiaries receiving commodity voucher transfers	Male														41,495	8,443	20.3%			
	Female														36,799	7,487	20.3%			
	Total														78,294	15,930	20.3%			
Food transfers	mt							4,043	112	2.8%		13,884	13,437	96.8%	0	85				
Cash-based transfers	US\$							1,275,782							1,690,762	110,996	6.6%			
Commodity voucher transfers	US\$														1,691,150	411,553	24.3%			
Number of beneficiaries reached as a result of WFP's contribution to the social protection system	individual							24,000	7,919	33.0%		379,340	297,728	78.5%						

Detailed Indicator	Unit	2017			2018			2019			2020			2021			2022		
		Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved	Target Value	Actual Value	% Achieved
Number of technical assistance activities provided	unit										12	12	100%						

Table 20 List of activities implemented by WFP by type, region and year

		Karas	Hardap	Erongo	Kunene	Omusati	Oshana	Ohangwena, Oshikoto	Kavango West	Kavango East	Zambezi	Otjozondjupa	Omaheke	Khomas
School Feeding	2017	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2018	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2020	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Food Bank	2018													<input checked="" type="checkbox"/>
	2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2020	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Disaster Risk Management/Vulnerability assessment and analysis	2017	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2018	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2020	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2021	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

		Karas	Hardap	Erongo	Kunene	Omusati	Oshana	Ohangwena, Oshikoto	Kavango West	Kavango East	Zambezi	Otjozondjupa	Omaheke	Khomas
Vulnerability assessment and analysis	2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HGSF	2021	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
	2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Drought Response	2019				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
RUSF Nutrition	2020	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2021													<input checked="" type="checkbox"/>
Food Systems	2020		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2021		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	2022	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Voucher	2021				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							
Cash	2021				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								
	2022				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								
Soup Kitchen	2022												<input checked="" type="checkbox"/>	

Table 21 Detailed list of activities and field sites

Type	Name site	Region	Constituency/ district	Description/aim
HGSF	Biro Senior Primary School	Kavango East	Rundu	Being implemented by the Ministry of Education, Art and Culture, the Home-Grown School Feeding (HGSF) pilot began in 2021, in 7 regions, 29 schools. HGSF is benefiting school learners at pre-primary and primary schools (Grade 0–7) and local smallholder farmers and traders.
HGSF	Kaisosi Primary School	Kavango East	Rundu	
HGSF	Karukuta Primary School	Kavango East	Rundu	
HGSF	Makena Primary School	Kavango East	Rundu	
HGSF	Mbandu Murangi Junior Primary School	Kavango West		
HGSF	Ncaute Primary School	Kavango West	Rundu	
HGSF	Ncumcara Primary School	Kavango West	Rundu	
HGSF	Rupara Combined School	Kavango West	Rundu or Nkurenkuru	
HGSF	Rupara Junior Primary School	Kavango West	Rundu or Nkurenkuru	
HGSF	Eiseb Primary School	Omaheke	Gobabis North	
HGSF	Mphe Thuto Primary School	Omaheke	Gobabis South	
HGSF	Naosanabis Primary School	Omaheke	Gobabis South	
HGSF	Traugott Kandorozi Junior Primary School	Omaheke	Gobabis North	
HGSF	Breden Simbwaye Primary School	Zambezi	Katima	
HGSF	Kaliangile Combined School	Zambezi	Katima	
HGSF	Machita Primary School	Zambezi	Katima	
HGSF	Masikili Junior Primary School	Zambezi	Katima	

Type	Name site	Region	Constituency/ district	Description/aim
HGSF	Mwadinomho Combined School	Ohangwena	Ondangwa	
HGSF	Onambutu Combined School	Ohangwena	Oniipa	
HGSF	Shatipamba Combined School	Ohangwena	Eenhana	
HGSF	Weyulu Primary School	Ohangwena	Outapi	
HGSF	JR Camm Senior Primary School	Hardap	Aranos or Rehoboth	
HGSF	N. Mutschuana Primary School	Hardap	Mariental	
HGSF	Schlip Primary School	Hardap	Rehoboth South	
HGSF	Usib Primary School	Hardap	Rehoboth North	
HGSF	Dawid Khamuxab Primary	Kunene	Outjo	
HGSF	Elias Amxab Combined School	Kunene	Opuwo	
HGSF	Etoto West Primary School	Kunene	Opuwo	
HGSF	Otjimuhaka Primary School	Kunene	Opuwo	
CBT Voucher		Kunene	Sesfontein	
CBT Voucher		Kunene	Opuwo Urban	
CBT Voucher		Kunene	Epupa	
CBT Voucher		Ohangwena	Omundaungilo	
CBT Voucher		Ohangwena	Epembe	
CBT Cash		Kunene	Sesfontein	Emergency food assistance from the European Civil Protection and Humanitarian Aid Operations (ECHO)
CBT Cash		Kunene	Opuwo Urban	

Type	Name site	Region	Constituency/ district	Description/aim
CBT Cash		Kunene	Opuwo Rural	enable WFP to improve households affected by COVID-19.
CBT Cash		Kunene	Epupa	
CBT Cash		Kunene	Kamanjab	
CBT Cash		Omusati	Okalongo	
CBT Cash		Omusati	Onesi	
CBT Cash		Omusati	Oshikuku	
CBT Cash		Omusati	Otamanzi	
CBT Cash		Omusati	Ruacana	
CBT Cash		Omusati	Tsandi	
CBT Cash		Omusati	Omakange	
CBT Cash		Omusati	Elim	
CBT Cash		Omusati	Okahao	
CBT Cash		Omusati	Etayi	
CBT Cash		Omusati	Anamulenge	
Food systems	NamRights Youth Forum Poultry and Gardening Project	Erongo	Karibib	The project includes shade-net and open-field production. The project was established to enable job creation for youth through opportunities that exist along the value addition chain.
Food systems	Walvis Bay Correctional Facility Integrated Food Systems Project	Erongo	Walvis Bay	The horticulture project is currently expanding and intends to grow horticultural crops (tomatoes, spinach, cabbage, onion, green pepper, carrots, chillies, beetroot, and butternuts) using a combination of floating water hydroponic irrigation system and planting directly in raised beds/planting beds. The aim is to expand the garden to increase production and provide entrepreneurship training in horticulture production to the inmates (men) as part of their rehabilitation efforts.
Food system'	Women's Action for Development Integrated Food Systems Project	Erongo	Omaruru	To produce a variety of vegetables and crops on nearly one (1) hectare. The project has 27 women beneficiaries.

Type	Name site	Region	Constituency/ district	Description/aim
Food systems	Gibeon Primary School Integrated Food Systems Project	Hardap	Gibeon	Integrated School Project established to provide vegetables and meal diversification for around 900 learners.
Food systems	Stampriet Primary School Integrated Food Systems Project	Hardap	Mariental Rural	The project includes horticulture and poultry to promote diversification of meals, promote learning, and commercialization through opportunities that exist along the value addition chain. The project includes open-field production under drip irrigation and poultry for meat.
Food systems	Berseba Food Systems Food Basket Integrated Food Systems Project	Karas	Berseba	This Berseba project includes horticulture and poultry to enable job creation for youth through opportunities that exist along the value addition chain. The project includes shade-net and open-field production.
Food systems	Gabis St Joseph Primary School	Hardap	Karasburg East	Integrated School Project established to provide vegetables and meal diversification for around 100 learners.
Food systems	Keetmanshoop State Hospital Integrated Food Systems Project	Karas	Keetmanshoop Urban	The Keetmanshoop District hospital horticulture project was established to sell to the community and provide nutritious diets for TB and HIV patients as the primary beneficiaries.
Food systems	Nyangana Integrated Food Systems Project	Kavango East	Ndiyona	The horticulture project was set up to address rural unemployment and capacity building for unemployed youth.
Food systems	Kauma Chicken Community Integrated Food Systems Project	Kavango West	Nkurenkuru	The poultry project was established by young adults (mainly women) for income generation from selling eggs.
Food systems	Groot Aub Community Integrated Food Systems Project	Khomas	Windhoek Rural	The horticulture project was established to promote the production of vegetables to be sold to surrounding establishments in Groot Aub and Windhoek.
Food systems	Grysbloek Aftercare Centre Integrated Food Systems Project	Khomas	Katutura	To operate a successful horticulture project that can enhance food security for their feeding scheme and cater for more than 150 beneficiaries of the feeding scheme for as long as possible, and to transfer gardening skills to the children and parents to enable them to start their own backyard gardens.
Food systems	Khomasdal Primary Integrated Food Systems Project	Khomas	Khomasdal Constituency	To establish a garden to supply enough rations to the school feeding programme

Type	Name site	Region	Constituency/ district	Description/aim
				and to sell the surplus to the surrounding community.
Food systems	Kwakwas Primary School	Khomas	Windhoek Rural	Integrated School Project established to provide vegetables and meal diversification for 86 learners.
Food systems	Otjomuise Primary School Integrated Food Systems Project	Khomas	Khomasdal North Constituency	The project uses a combination of floating water hydroponic irrigation system and planting directly in raised beds/planting beds to increase production to supply enough rations to the school feeding programme and to sell the surplus to the surrounding community.
Food systems	Windhoek Correctional Female Facility Integrated Food Systems Project	Khomas	Windhoek Rural	The horticulture project is currently expanding and intends to grow horticultural crops (tomatoes, spinach, cabbage, onion, green peppers, carrots, chillies, beetroot, and butternuts) using a combination of floating water hydroponic irrigation system and planting directly in raised beds/planting beds for manual watering with buckets under a net shade. The aim is to expand the garden in order to increase production and provide entrepreneurship training in horticulture production to the inmates (women) as part of their rehabilitation efforts.
Food systems	Kamanjab Youth and Women Integrated Food Systems Project	Kunene	Kamanjab	Situated behind the constituency councillor's office in Kamanjab, this horticulture project was established to provide the surrounding community with a diversified diet as well as a commercial opportunity through selling produce on the informal market.
Food systems	Opuwo Waiting Mothers Integrated Food Systems Project	Kunene	Opuwo	The horticulture project houses two gardens which were intended to be headed by two groups. Initially, the project was only proposed to cater for pregnant women who are expected to deliver at the hospital. The aim of the garden was to provide women with a diversified and more nutritious diet. There is also a group of unemployed mothers of children with disabilities running a separate garden at the hospital, outside the care facility.
Food systems	Olukula Clinic Integrated Food Systems Project	Ohangwena	Okongo	The horticulture project was established to provide the surrounding community with a diversified diet as well as a commercial opportunity through selling produce on the informal market.

Type	Name site	Region	Constituency/ district	Description/aim
Food systems	Oluno Correctional Facility Integrated Food Systems Project	Ohangwena	Ondangwa	The horticulture project was established to supplement the diet of offenders and provide them with skills/knowledge which they can leverage to find gainful employment upon release. The surplus produce is sold to staff or on the informal market. Staff and offenders participate in the maintaining of the garden.
Food systems	Chief Sofia Primary School Integrated Food Systems Project	Omaheke	Aminuis	The project was using a floating water hydroponic irrigation system, but was converted to planting directly in raised beds/planting beds to increase production to supply enough rations to the school feeding programme and to sell the surplus to the surrounding community.
Food systems	Epako Clinic Integrated Food Systems Project	Omaheke	Gobabis	The garden was established to sell to the community and provide nutritious diets for TB and HIV patients as the primary beneficiaries.
Food systems	Gobabis Correctional Facility Integrated Food Systems Project	Omaheke	Gobabis	The project is currently expanding and intends to grow horticultural crops (tomatoes, spinach, cabbage, onion, green peppers, carrots, chillies, beetroot, and butternuts) using a combination of floating water hydroponic irrigation system and planting directly in raised beds/planting beds for manual watering with buckets under a net shade. The aim is to expand the garden in order to increase production and provide entrepreneurship training in horticulture production to the inmates (men) as part of their rehabilitation efforts.
Food systems	Mokagnedi Thlabenello High School Integrated Food Systems Project	Omaheke	Drimiopsis	The project was using a floating water hydroponic irrigation system, but was converted to planting directly in raised beds/planting beds to increase production to supply enough rations to the hostel learners and to sell the surplus to the surrounding community.
Food systems	Omuhaturua Primary School Integrated Food Systems Project	Omaheke	Epukiro	The project was using a floating water hydroponic irrigation system, but was converted to planting directly in raised beds/planting beds to increase production to supply enough rations to the school feeding programme and to sell the surplus to the surrounding community.

Type	Name site	Region	Constituency/ district	Description/aim
Food systems	Afoti Agriculture Project Integrated Food Systems Project	Oshana	Uuvudhiya Constituency	The horticulture project was established to provide the surrounding community with a diversified diet as well as a commercial opportunity through selling produce on the informal market.
Food systems	Eefa Youth Project	Oshana	Ongwediva	The horticulture project is located on one of the beneficiary's homesteads (lead member). The original intention was to involve HIV+ youth and supplement their diets as well as provide a commercial opportunity through selling produce on the informal market.
Food systems	Okaku Kanangula integrated Food Systems Project	Oshana	Ongwediva	The poultry project was intended to be headed by women in the surrounding community. The intention behind raising poultry was that it would be less labour intensive for the women than horticultural production, giving them time to work in their fields.
Food systems	Tsumkwe Clinic Integrated Food Systems Project	Otjozondjupa	Tsumkwe	The horticulture project was established to sell to the community and provide nutritious diets for TB and HIV patients as the primary beneficiaries. The project will be run by 15 unemployed youth as part of ownership and expansion plans.
Food systems	Catholic Mission Integrated Food Systems Project	Zambezi	Katima Mulilo Urban	The horticulture project was set up with the intention to involve HIV+ youth and supplement their diets as well as provide a commercial opportunity through selling produce on the informal/formal market.
Food systems	Choi Women's Group Integrated Food Systems Project	Zambezi	Kongola	The project was intended to be headed by women in the surrounding community. The intention behind raising poultry was that it would be less labour intensive for the women than horticultural production, giving them time to work in their fields.
Food systems	Kopano Farmers Integrated Food Systems Project	Zambezi	Katima Mulilo Urban	The horticulture project was set up to provide capacity building and aggregate emerging farmers to produce for the market collectively.
Food systems	Liselo Youth Integrated Food Systems Project	Zambezi	Katima Mulilo Rural	The poultry project is located on one of the beneficiary's homesteads (lead member). The original intention was to involve HIV+ youth and supplement their diets as well as provide a commercial opportunity through selling produce on the informal/formal market.

Type	Name site	Region	Constituency/ district	Description/aim
Food systems	Mushongoro	Kavango East	Nyangana	The horticulture project was set up to provide capacity building and aggregate emerging farmers to produce for the market collectively.
	Soup Kitchens	Omaheke	Gobabis	
	Livelihood projects for people living with HIV	Hardap	Mariental	Livelihood income-generation projects aimed at improving the nutritional status of clients on Anti-Retroviral Therapy (ART). In Schlip and Stampriet, livelihood projects will be set up, including a garden and chicken project on each site. A business model will be incorporated on these sites to enable sustainability of these projects.

Source: NACO programmes team

Annex VI Country capacity strengthening (CCS) mapping

1. This annex presents the results of the mapping conducted by the team to assess the contribution of WFP to country capacity strengthening (CCS) in Namibia. It starts by presenting the results of the exercise for the four thematic areas of CCS work: social safety nets; disaster risk management and response; school feeding; and food systems. The methodology is described in Annex II (see paragraphs 12–36 of Annex II).

2. While applying the tool, different team members adapted it to the features of the different areas and their own preferences. As a result, slightly different representations have emerged. This annex presents the results of the mapping exercise, followed by the narrative of CCS in each of the four thematic areas.

SOCIAL SAFETY NETS

3. Figure 17 shows our mapping for CCS in social safety nets. The narrative in Table 22 indicates that there seems to be two different streams of work. The left column of the table links the different activities in each stream, while the column on the right provides an overview of the weaknesses and contradictions found during the evaluation.

Figure 17 CCS mapping for social safety nets

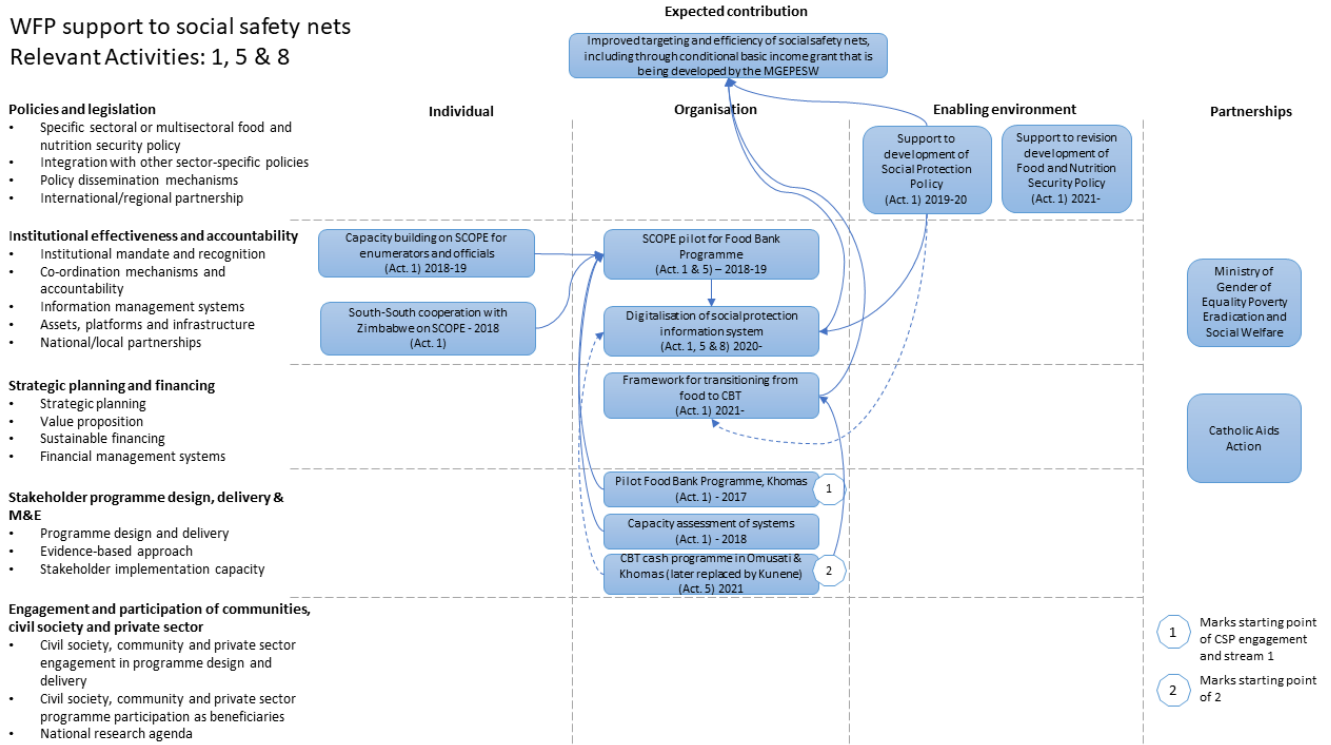


Table 22 CCS overview of workstreams on social safety nets

Narrative on CCS to social safety nets	
Stream 1	Challenges and comments
<p>CSP started by supporting the Food Bank Pilot implemented by the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPEWS).</p> <p>Challenges in the targeting, identification and monitoring of beneficiaries led WFP to propose SCOPE as an option to implement the programme.</p> <p>SCOPE was successfully deployed and tested, but the Government could not adopt SCOPE as its own system nor own the data.</p> <p>In parallel, WFP supported the development of the Social Protection Policy which encourages more efficient information and delivery systems.</p> <p>WFP is currently supporting government efforts to develop/obtain an integrated information management system for social safety nets.</p> <p>Thanks to WFP support, better information systems contribute to improve the targeting and efficiency of social safety nets.</p>	<p>WFP inputs at the policy level were appreciated by the Government.</p> <p>Support to the Food Bank, including SCOPE, helped the government realize any shortcomings.</p> <p>SCOPE could not be adopted as initially expected by the government, leading to some frustration.</p> <p>Subsequently, WFP started working with OPM on an IT solution, but lost influence within the ministry in the context of IT systems, where UNICEF and the European Union (EU) are seen as the main partners.</p> <p>The tool developed with the Office of the Prime Minister (OPM) will be piloted before the end of 2022, but it is not fully owned by MGEPEWS.</p> <p>No tool was in place at the time of the evaluation.</p>
Stream 2	
<p>MGEPEWS implements multiple social safety nets. Some are based on food and others on cash-based transfers (CBT).</p> <p>WFP is a strong advocate of CBT as a more efficient delivery modality. WFP implemented a CBT pilot in Omusati and Khomas regions (later replaced by Kunene due to targeting issues).</p> <p>The Social Protection Policy, supported by WFP, proposes to transform in-kind assistance programmes with a focus on food security into a cash-based programme as a first step towards a Conditional Basic Income Grant.</p> <p>WFP supports the development of the framework to transition in-kind (food) programmes to CBT.</p> <p>The work of WFP supports government plans to introduce a basic income grant, which in turn helps to make social safety nets more efficient through lower transaction costs and a simplification of existing schemes.</p>	<p>MGEPEWS had strong interest in the pilot because it wanted to test mobile payments (Khomas) and compare it with the existing system (Omusati).</p> <p>Registration problems resulted in delays and a decision to distribute in Kunene instead of Khomas.</p> <p>As a result, MGEPEWS's objective could not be met.</p> <p>While WFP has contributed technically to the transition to CBT, (and is also helping design the basic income grant), the government mandate was the main driver for the change.</p>

DISASTER RISK MANAGEMENT AND RESPONSE

4. Table 23 provides a narrative mapping of CCS interventions linked to disaster risk management (DRM). Table 23 uses the colour coding shown in the key below. The table thus indicates the domain (individual, organizational and enabling environment), as well as the five pathways of WFP's CCS framework.

Policies and legislation <ul style="list-style-type: none"> • Specific sectoral or multi-sectoral food and nutrition security policy • Integration with other sector-specific policies • Policy dissemination mechanisms • International/regional partnership 	Institutional effectiveness and accountability <ul style="list-style-type: none"> • Institutional mandate and recognition • Coordination mechanisms and accountability • Information management systems • Assets, platforms and infrastructure • National/local partnerships
Strategic planning and financing <ul style="list-style-type: none"> • Strategic planning • Value proposition • Sustainable financing • Financial management systems 	Stakeholder programme design, delivery & monitoring and evaluation (M&E) <ul style="list-style-type: none"> • Programme design and delivery • Evidence-based approach • Stakeholder implementation capacity
Engagement and participation of communities, civil society & private sector <ul style="list-style-type: none"> • Civil society, community and private sector engagement in programme design and delivery • Civil society, community and private sector programme participation as beneficiaries • National research agendas 	

Table 23 Mapping of CCS interventions related to disaster risk management and response (colour coding indicates the type of CCS intervention)

Annual Report	Individual level	Organizational level	Enabling environment level
2017	Training of Trainers for trainers and enumerators on Food and Nutrition Security Monitoring (Activity 3) Two sessions organized (number and sex-disaggregation unavailable in Annual Report)		
2018	Training on emergency preparedness and response for regional and national actors (Activity 3)	Communications Strategy (draft) (Activity 3)	
	Simulation exercise (Activity 3)	Support to Food and Nutrition Security Monitoring (FNSM) and an Annual Vulnerability Assessment (AVA) (Activity 3)	Revision of the Namibia Vulnerability Assessment Committee (NamVAC) Strategy (Activities 3 & 4) 2019–2020
2019	SCOPE training for partners and members of Village Development Committees (VDCs) (Activity 5)	Support to Climate Analysis Study commissioned by the Ministry of Environment, Forestry and Tourism (Activity 3)	Support to the National Disaster Risk Management (DRM) Framework and Action Plan 2017–2022 (Activity 3)
	Training on PSEA (250 were trained – no sex-disaggregation)	Monitoring and evaluation plan for DRM (Activity 3) 2018–2019	
		Support to Vulnerability Assessment and Analysis (VAA) (First and Second Phase) (Activity 3)	
		Support to government logistics and supply chain management during drought response (Activity 5) 2019–2020	

Annual Report	Individual level	Organizational level	Enabling environment level
		Development of the National and Regional Risk Profile Guidelines (draft) (Activity 3)	
2020		Generic Standard Operating Procedures (SOPs) for food assistance (Activity3)	
		Mobile Vulnerability Assessment and Monitoring (mVAM) (Activity3)	
		Food distribution through implementing partners (Activity 5) 379,340 beneficiaries (201,430 female and 177,910 male – 53% female)	
2021	Training of NamVAC members on Vulnerability Assessment Analysis	Disaster Risk Management (DRM) Communication Strategy (draft) Activity 3	Food and Nutrition Security Policy and Implementation Action Plan (Activity 3)
	Integrated Food Security Phase Classification (IPC) methodology training (Activity 3) 45 people trained (no sex-disaggregation)	Mobile crop monitoring devices for extensions officers at MAWLR (Activity 3)	
		Automated climate-based early-warning systems (EWS) at Met Services (Activity 3)	
		Support to data analysis and writing of IPC Acute Food Insecurity Analysis: July 2020 – March 2021 (Activity 3)	
		Support piloting use of vouchers support to COVID-19 and drought-affected persons (Activity 5) 2,654 households (15,924 beneficiaries – 8,442 females, and 7,488 males) were reached/served	
		Emergency Soup Kitchen in Kunene (Activity 5) 1,000 households (no sex-disaggregation)	
2022	Training on use of drones to Office of the Prime Minister (OPM) staff (Activities 3 & 8)	Provision of two drones to OPM (Activity 8)	Support National Resilience Strategy (draft) Activity 3
	Capacity building to the OPM – Directorate of Disaster Risk Management (DDRM) cash-based transfers (CBT) technical team on Retailer Assessment, Registration & Redemption (Activity 8)	Emergency soup kitchen (Activity 5) 693 children under age 5 years reached (no sex-disaggregation)	
		Drought Relief Transition to CBT (Activity5)	

Annual Report	Individual level	Organizational level	Enabling environment level
		Support the digitalization of beneficiary management system of government.	

5. Partners in this area of CCS include: government (OPM, including DDRM and NamVAV; National Planning Commission; regional councils; constituency offices); ministries (Agriculture, Water and Land Reform; Gender Equality, Poverty Eradication and Social Welfare; Environment and Tourism Information; Communication Technology; and Health); donors (GIZ, International Fund for Agricultural Development (IFAD), European Civil Protection and Humanitarian Aid Operations (ECHO), United States Agency for International Development (USAID), Embassies of Brazil, Japan and China); non-governmental organizations (NGOs) (Namibian Red Cross Society, Catholic AIDS Charities, Desert Research Foundation); and private sector (retailers for pilot voucher project, MTC).

6. Table 24 provides the narrative regarding the country office's CCS interventions in the areas of disaster risk management and response. The three streams outlined below are connected at the policy level by the Food and Nutrition Security Policy and its Implementation Action Plan.

Table 24 Narrative on CCS to disaster risk management and response

<p>Stream 1: Strengthening national capacity to collect data and generate vulnerability assessments</p> <p>WFP has trained government staff at both the national and regional levels to collect food security and nutrition information. Furthermore, WFP headquarters has supported the roll out of Mobile Vulnerability Assessment and Monitoring (mVAM) in Namibia.</p> <p>In parallel, WFP provided technical assistance to the Namibia Vulnerability Assessment Committee (NamVAC) and supported the revision of the NamVAC’s strategy.</p> <p>Thanks to WFP support, the Government is able to generate better quality, granular data that can be used for better targeting. The data generated also feed into the Integrated Food Security Phase Classification (IPC) report which has been used to mobilize resources to respond to disasters.</p>
<p>Stream 2: Support to disaster risk management</p> <p>WFP has supported the Office of the Prime Minister (OPM) in strengthening its capacity to manage disasters by establishing an Early Warning System as well as procuring two drones. Government staff were trained on the use of the equipment purchased. In addition, WFP has strengthened MAWLR in conducting crop monitoring and assisted OPM in piloting the regional risk profiles. Finally, WFP has provided support to the drafting of the Climate Analysis Study, the National Disaster Risk Management (DRM) Framework and Action Plan and its associated communication strategy. It has also contributed to the National Resilience Strategy that is being led by the United Nations Development Programme (UNDP). However, all these policies/frameworks/strategies remain in draft form pending the approval of the Cabinet.</p>
<p>Stream 3: Support to Disaster Response</p> <p>WFP, with its implementing partners, has responded to several shocks including the 2019 drought, the Angolan migrants, COVID-19 and other disasters, such as locusts. In response to the 2019 drought, WFP has delivered – through its implementing partners – in-kind food aid to vulnerable households. Furthermore, it has provided training on several issues related to disaster response, including: (i) Preventing Sexual Exploitation and Abuse (PSEA); (ii) government logistics and supply chain management; and (iii) registration of beneficiaries. In addition, it supported the Emergency Call Centre.</p> <p>In 2021, WFP – in collaboration and coordination with other United Nations agencies – provided food assistance (by setting up a soup kitchen) to address immediate food needs for Angolan migrants and food-insecure individuals, mainly children and pregnant and lactating women.</p> <p>More recently, WFP has started piloting the use of vouchers to respond to disasters and shocks. In 2021, with Japanese funding, WFP piloted the voucher modality in two regions (Kunene and Ohangwena regions). In 2022, WFP established a partnership with MTC to pilot the e-voucher modality. OPM plans to implement a cost-benefit analysis to compare the in-kind food assistance with the use of vouchers to deliver food aid. It will also be necessary to determine the conditions and context under which each modality (in-kind assistance or vouchers) may be more appropriate.</p>

SCHOOL FEEDING

7. Figure 18 shows our mapping for CCS in school feeding. Table 25 provides the narrative regarding the country office’s CCS in the school feeding sector.

Figure 18 CCS mapping for school feeding

WFP support to school feeding
Relevant Activities: 2

Policies and legislation

- Specific sectoral or multisectoral food and nutrition security policy
- Integration with other sector-specific policies
- Policy dissemination mechanisms
- International/regional partnership

Institutional effectiveness and accountability

- Institutional mandate and recognition
- Co-ordination mechanisms and accountability
- Information management systems
- Assets, platforms and infrastructure
- National/local partnerships

Strategic planning and financing

- Strategic planning
- Value proposition
- Sustainable financing
- Financial management systems

Stakeholder programme design, delivery & M&E

- Programme design and delivery
- Evidence-based approach
- Stakeholder implementation capacity

Engagement and participation of communities, civil society & private sector

- Civil society, community and private sector engagement in programme design and delivery
- Civil society, community and private sector programme participation as beneficiaries
- National research agenda

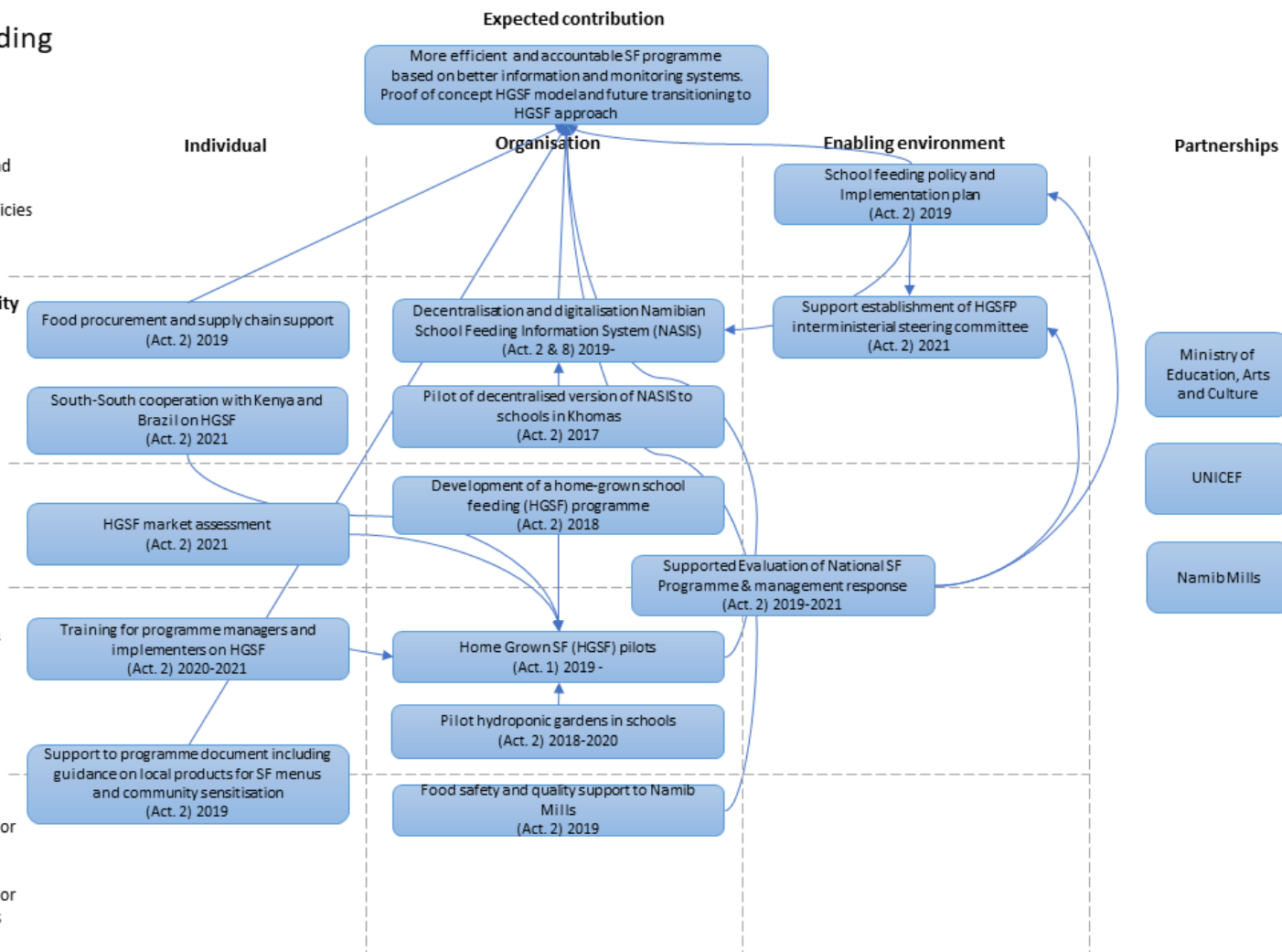


Table 25 Narrative on CCS to school feeding

<p>2017</p> <p>WFP piloted Namibia School Feeding Information System (NASIS) a digital management information system for school feeding, in Khomas region. Training was conducted for selected Khomas schools.</p> <p>WFP also supported the preparation of a National School Hostel Policy.</p>
<p>2018</p> <p>In partnership with the Namibia University of Science and Technology and the Ministry of Education, Arts and Culture (MOEAC), WFP supported the development of a Home-Grown School Feeding concept or model.</p> <p>Nationwide, 300 government personnel were trained in the use of NASIS.</p> <p>WFP provided technical support to MOEAC to introduce hydroponic gardens in eight schools.</p>
<p>2019</p> <p>Support was provided to MOEAC concerning a donation of wheat and oil from the Russian Federation. The shipment was processed into pasta by Namib Mills and distributed to needy schools, without any losses being reported.</p> <p>Further support was provided for hydroponic gardens at schools.</p> <p>NASIS was upgraded.</p> <p>WFP supported MOEAC in conducting a food quality and safety assessment, which focused on evaluating the use of national standards for food safety, fortification, handling and storage.</p> <p>WFP supported the development of the National School Feeding Policy.</p> <p>In addition, the Namibian School Feeding Programme (NSFP) Evaluation was jointly commissioned by MOEAC and WFP.</p> <p>WFP supported MOEAC in drafting a programme document concerning Home-Grown School Feeding (HGSF), which included guidance on the assessment of local products for menus, and community sensitization.</p>
<p>2020</p> <p>In 2020, the NSFP reached 468,457 learners in 1,530 schools. To mitigate the impact of COVID-19, MOEAC issued a directive to all schools to provide dry take-home rations to learners from vulnerable, food-insecure households. School feeding resumed when the schools reopened.</p> <p>WFP supported the dissemination of the School Feeding Policy through a workshop attended by 66 senior management officials from MOEAC.</p> <p>WFP provided technical support for the drafting of the HGSF programme document which was approved by MOEAC senior management. A HGSF programme multi-sectoral taskforce was established to provide oversight and technical guidance, including development and endorsement of the operational strategy.</p> <p>WFP, in partnership with UNICEF, established hydroponics gardens in three schools in Omaheke region. WFP further introduced hydroponics gardens in one school in Karas region and one school in Hardap region.</p>
<p>2021</p> <p>A consultant was hired to conduct a market assessment, which showed that conditions created by COVID-19 provided an enabling environment for HGSF. A regionalized school menu was designed. WFP guided MOEAC in the establishment of the HGSF Inter-ministerial Steering Committee to oversee programme implementation. Fourteen school feeding programme managers at the national level were trained on HGSF implementation, as well as 88 school-level programme implementers, including cooks. The Government launched the HGSF programme pilot in 29 schools across seven regions, to provide diversified and nutritious school meals to 11,687 learners, and a market for 50 local smallholder farmers and traders. WFP facilitated south-south exchanges concerning HGSF with Kenya and Brazil.</p> <p>WFP hired a consultant to review and upgrade NASIS.</p> <p>In the Kunene region, WFP supported MOEAC in implementing a supplementary emergency school feeding programme for 19 schools worst affected by the drought.</p>

8. WFP contributed to increased capacity of the Ministry of Education, Arts and Culture (MOEAC) by supporting the development of a new Policy on School Feeding that was accepted by the Government

of Namibia.²⁶³ WFP also supported the development of an Implementation Plan for the School Feeding Policy, but this remains largely unimplemented because of the lack of funds to do so.²⁶⁴ Similarly, WFP improved the capacity of MOEAC through a thorough Evaluation of the Namibian School Feeding Programme.²⁶⁵ It is, however, notable that MOEAC was not able to agree to some key evaluation recommendations due to cost implications.²⁶⁶ The policy and the evaluation did, however, enable WFP and MOEAC to embark on a pilot Home-Grown School Feeding (HGSF) programme, implemented and funded mainly by MOEAC.²⁶⁷

9. The pilot started in July 2021 in 29 schools and seven regions, involving 13,915 learners.²⁶⁸

10. In November 2021 a WFP Mission in support of the pilot HGSF programme visited schools and smallholder farmers at four sites in three regions in Namibia.²⁶⁹ The Mission made ten recommendations, summarized below:

- Establish a multi-level partnership between education and agriculture to ensure the supply of foods needed for school feeding.
- Ensure reliable and predictable financial administration.
- Change procurement rules for circumstances where three quotations are not realistic.
- Develop different models of HGSF for different contexts.
- Provide longer and continuous training in HGSF for teachers, cooks, traders and community members.
- Use digitization for record-keeping by schools and farmers.
- Explore opportunities for water resource and energy management.
- Maintain mainstream relationships with FAO and other Rome-based agency partners within the country office.
- Address logistical challenges in the delivery of maize blend.
- Create and disseminate advocacy materials.²⁷⁰

11. A WFP country office assessment carried out in March 2022 indicated that 49 out of 125 smallholder farmers interviewed had benefited by selling produce to schools.²⁷¹ Among the 'gaps' identified were:

- high turnover of staff at schools, leading to teachers taking over responsibility for the programme without training;
- price volatility, which meant that schools found they could no longer afford certain agricultural products;
- delays in disbursements for HGSF by MOEAC;
- delays in procurement and delivery of fortified maize blends to schools;
- reliance on volunteer cooks;
- lack of smallholder farmers, or certain products, in some communities, leading to schools procuring food from big retailers;
- heavy reliance on firewood;
- limited access to safe drinking water at some schools;
- conflict of interest in purchasing from local sources;

²⁶³ MOEAC. 2019a. NSFP.

²⁶⁴ MOEAC. 2019b. NSFP AP.

²⁶⁵ MOEAC. 2020b. NSFP Evaluation.

²⁶⁶ Ibid.

²⁶⁷ GRN. 2020. HGSFP.

²⁶⁸ WFP. 2021b. School Feeding Strategic Evaluation.

²⁶⁹ Hildyard, L. & Nicolle, T.-B. 2021. *Mission report – Namibia Home-Grown School Feeding*, 14–19 November.

²⁷⁰ Ibid. pp. 3–4.

²⁷¹ Ibid. p 1.

- the majority of schools have poor infrastructure (cooking shelters, cooking utensils, and food storages facilities); and
- most smallholder farmers are faced with limited access to agricultural extension services, agricultural inputs and credits to be able to expand their productivity.²⁷²

12. At the time of writing a review of the HGSF programme pilot was in progress.²⁷³ The evaluation team was, however, able to visit nine widely dispersed schools across four regions in the pilot programme (out of a total of 29 schools in the pilot) and made the following findings:

- Most schools saw school feeding as necessary to increase the attendance of children, and to improve their performance. The extra variety and nutrition that was provided by HGSF was appreciated.
- Some pilot schools have HGSF two or three days per week, in the sense that diversified meals are provided on these days. On the other days of the week, pilot schools rely on the maize blend provided to all schools in the HGSF Programme.
- Most pilot schools have access to water for cooking.
- Most of the pilot schools had a school garden. The garden may have been started for educational purposes rather than for HGSF. In some instances, produce was sold in aid of the school fund. Leadership was provided by teachers; Ministry of Agriculture was not involved. Special arrangements were needed for school holidays.
- All the pilot schools had experienced late deliveries of maize blend caused by delays in the national procurement system. Coping mechanisms to feed the children included using HGSF funds, private donations, and the school development fund. Wastage was also brought about by late deliveries.
- In all cases except one, food was being cooked in large pots on a wood fire. (The exception had hostel facilities. One solar cooker found was too small for the purpose.) Utensils were lacking and children ate in the open. There was inadequate food storage. Volunteer cooks were paid in bags of maize blend.
- Most pilot schools were not clear about exactly what grants to expect for HGSF, or when. Payments decreased without clear explanation. Schools were not clear about what the money could be spent on. Two schools had purchased drip irrigation systems. Local procurement of food had proved complicated. Ordering from local farmers was risky if one was not sure of one's cash flow or the quality one would get. It seems that most food was bought from local supermarkets, not least because schools felt that they should get three quotes before making a purchase. Some schools proposed a separate bank account for HGSF as working through the school's account caused some problems.

13. At the beginning of the reporting period, WFP had a broader approach in its technical assistance to school feeding. In 2017 WFP assisted with the roll-out of NASIS, an online management information system for school feeding devised in 2016.²⁷⁴ In 2018 it was reported that 300 individuals had been trained to implement a public-private partnership strategy.²⁷⁵ In 2019, WFP assisted MOEAC to receive a donation of Russian wheat, convert it to pasta, and distribute this to schools without any losses. Hydroponic gardens were piloted at some schools, and a food quality and safety assessment was carried out.²⁷⁶ WFP did significant work in developing the new School Feeding Policy, in the Evaluation of the Namibian School Feeding Programme, and the launching of the HGSF pilot.

²⁷² Ibid. pp. 5–6.

²⁷³ Kiis.

²⁷⁴ WFP NACO. 2017a. ACR 2017. p. 20.

²⁷⁵ WFP NACO. 2018a. ACR 2018. p. 12.

²⁷⁶ WFP NACO. 2019a. ACR 2019. pp. 9–10.

However, it should be noted that there was a strategic shift, in that almost all efforts seem now to be focused on HGFSF.²⁷⁷ The NASIS is still not in operation.²⁷⁸ It is, of course hoped that the HGFSF programme pilot will eventually result in a new model (or models) for the whole school feeding system. But currently the needs of only those in the HGFSF pilot (perhaps 14,000 learners) are being attended to, while the rest of the learners (perhaps 400,500 learners) experience the current school feeding system and all its weaknesses, as illustrated by the evaluation, and in a recent unflattering report by the Namibian Auditor-General on procurement, quality of the maize blend, storage, distribution and monitoring of the school feeding programme.²⁷⁹

14. One of the pathways to CCS is institutional accountability.²⁸⁰ It is therefore important to note that the Namibian School Feeding Programme, after decades of technical support from WFP, is not mentioned in the Annual Accountability Report of Government.²⁸¹ This is because the NSFP is not registered as a programme or main division in the Namibian budget in accordance with the State Finance Act 1991 section 16 (1)(c)(viii), and what would be called a 'budget line' in other countries. This is despite annual expenditure of over N\$100 million reported to the Auditor-General.²⁸² Registering the NSFP as a main division in the government budget would automatically bring about public accountability for school feeding and further consolidate budgeting, and keep everything to do with school feeding in on place.

FOOD SYSTEMS

15. Figure 19 shows our mapping for CCS in food systems. The narrative in Table 26 identifies different streams of work. The left column of the table links up the different activities in each stream, while the right column provides an overview of the weaknesses and contradictions found during the evaluation.

²⁷⁷ KIIs.

²⁷⁸ KIIs.

²⁷⁹ Auditor-General Namibia. 2020. *Performance Audit Report of the Auditor-General on the Implementation of the School Feeding Programme within the Ministry of Education Arts and Culture for the Financial Years 2017/18, 2018/19 and 2019/20.*

²⁸⁰ WFP. 2022e. *Evaluation of Namibia WFP Strategic Plan 2017–2022 Inception Report.* Annex II, p. 45.

²⁸¹ RON. 2022b. *Government Accountability Report for the Financial Year 2021/22.* October.

²⁸² *Ibid.* p. 13.

Figure 19 CCS mapping for food systems

WFP support to food systems
Relevant Activities: 2, 3, 5 & 7

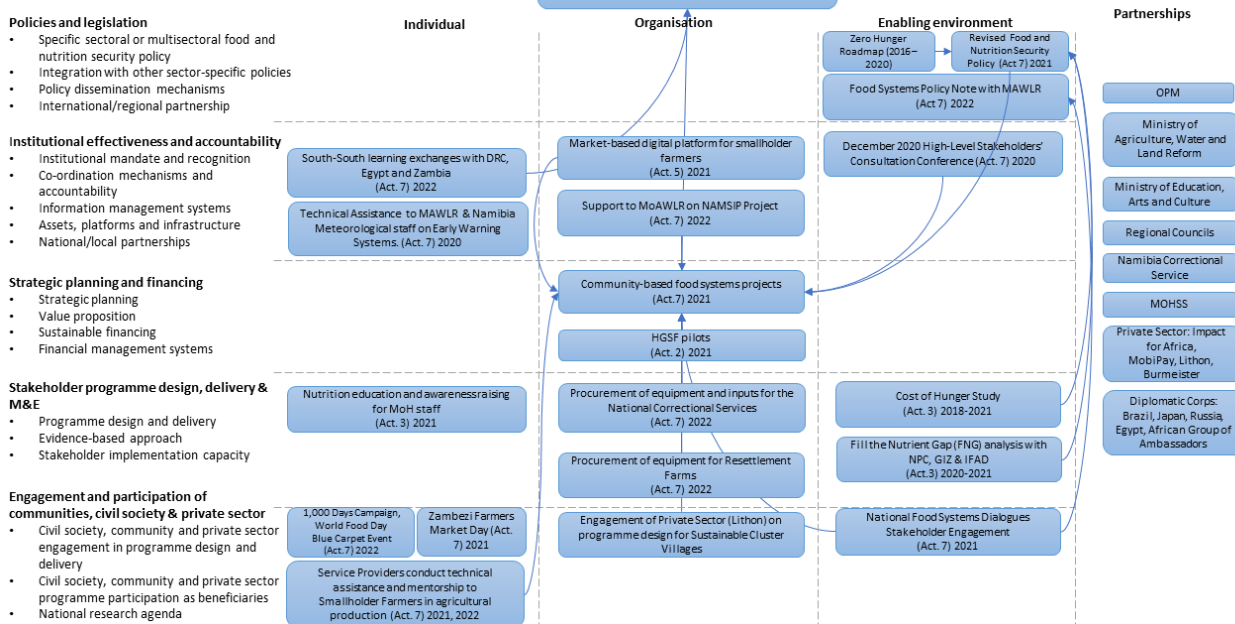


Table 26 Narrative on CCS for food systems

Stream 1: Country capacity strengthening (CCS) at policy levels	Challenges and comments
<p>A high-level consultation took place in December 2020 between the Office of the Prime Minister (OPM) and Food and Agriculture Organization of the United Nations (FAO) where WFP was requested by the Government to develop recommendations for transformative and holistic food systems. The CSP strategic outcome 4 (SO4) – Activity 7 outlines two areas where WFP aims to provide CCS over the CSP period: (i) “support government entities to strengthen food systems in the country” through “providing capacity strengthening to government to review and address impediments in national food systems”; and (ii) “WFP will adopt a food systems analysis to determine challenges and opportunities to strengthen linkage of smallholder farmers to sustainable markets. Through technical support to analytics and modelling, WFP will support the government to identify opportunities for improved market access for smallholder farmers.”</p> <p>The first area of strengthening government capacities was to review and address impediments in national food systems. To this end, there have been a number of activities such as dialogues, stakeholder consultations and policymaking processes that review challenges in food systems, and present strategies and actions to address these impediments. These are</p>	<p>WFP’s focus in food systems has been implementation and programme delivery; and the extent to which CCS took place at a policy level, which is what is articulated in the SO4, is not evident.</p> <p>A number of proposed activities under Zero Hunger Road Map (ZHRM) pillars 3 & 4 and the Food Systems Policy Brief that aim to increase agricultural production, strengthen its value chain, and the sector’s resilience to climate change, are already articulated in other policy documents.</p> <p>In the second area for CCS, SO4 places importance on strengthening smallholder farmers’ access to markets, but to articulate the modality of CCS in the form of <i>analysis, modelling and planning</i> is somewhat limiting, as WFP’s activities in food systems went well beyond this. WFP’s approach to food systems evolved to include a focus on: i) rural transformation; ii) sustainable infrastructure for food systems; iii) human capital development; weaving in youth and women’s empowerment and digital transformation. WFP rightly placed much more emphasis (and resources) on implementation and service delivery. It brings into question whether SO4’s focus on CCS through an <i>analysis and</i></p>

<p>outlined in policy documents prepared jointly with national counterparts:</p> <p>The Zero Hunger Road Map—(2016–2020)</p> <p>The Food Systems Policy Brief (2021)</p> <p>The draft Namibia National Integrated Rural Transformation Programme: Plan of Action (2022)</p> <p>Draft Resilience Strategy</p>	<p><i>planning</i> modality was appropriate in this context. Perhaps the CSP's intended outcomes for CCS should have been articulated to focus on institutional effectiveness and/or programme delivery, where weaknesses in the agriculture sector are more pronounced. It is plausible that it was designed this way, given the limited time between when the budget revision was approved (December 2021), and the end of the CSP period in 2023.</p>
<p>Stream 2: WFP contribution to country capacity strengthening (CCS) through service delivery</p>	
<p>Resilient and Transformative Food Systems is a relatively new area of implementation for WFP Namibia, having been introduced in budget revision 5 (BR05) in December 2021. Most implementation of food systems took place in 2022. The conclusions are largely based on stakeholder and beneficiary interviews.</p> <p>WFP has made strides in CCS at the programme delivery level. Integrated community-based food systems projects have been constructed in most regions. These interventions have increased beneficiary groups' access to nutritious food.</p> <p>Some integrated community garden projects have mixed results, with some gardens facing enabling environment constraints such as a lack of consistent water supply and pesticides to combat pests and plant diseases.²⁸³ At one site, the drip irrigation systems installed were inappropriate because the limestone content in the water was damaging. In other areas, the constructed fences could not deter animals from entering the garden. Other community gardens lack ownership and/or governance structures to sustain operations.</p> <p>WFP also supported CCS in programme delivery at the Namibian Correctional Service in Khomas, Omaheke and Hardap regions with hydroponic systems, and raised beds for horticulture production. A solar irrigation system was also installed at the Hardap region's Correctional Facility, although a hybrid system that uses diesel would have been more appropriate.</p>	<p>There are also challenges around governance and management structures which should be in place for programme sustainability.</p> <p>The service provider model worked well in some places, but did not work well in others. Some providers did not offer any mentorship at all.</p> <p>WFP needs stronger oversight and accountability mechanisms in place when using service providers.</p> <p>WFP needs better reporting and monitoring and evaluation (M&E) systems to capture progress, which is not reflected in reporting materials.</p> <p>There is a lack of project management documents that define scope, objectives, implementation plans, and so on. No documents show what type of experts are being engaged from Egypt, and what they are expected to accomplish.</p> <p>Small projects compared to the number of beneficiaries.</p> <p>Community governance structures are not in place to sustain operations.</p> <p>Rural water supply is a challenge.</p> <p>Not an immediate risk, but underground water over-abstraction in certain regions puts WFP food systems projects that rely on boreholes at risk.</p> <p>Soil health should be taken into consideration (i.e. the less fertile the soil, the less nutritious the produce).</p> <p>WFP should be on board with good agricultural practices, and take long-term sustainability into consideration.</p>

²⁸³ KIIs.

Annex VII Data collection tools

INTERVIEWS AND FOCUS GROUP GUIDELINES

1. The semi-structured interview guides were intended to provide guidance for a conversation, but were not to be read word-for-word or followed exactly as a fixed-response questionnaire could be. A set of columns with stakeholder groups has been included in the table to identify which questions were relevant for each stakeholder group. However, within each group certain questions were not relevant to certain interviewees. Specific and probing questions were selected depending on the experience of each individual interviewee.
2. Focus group discussions with beneficiaries followed a similar structure when it came to introducing the exercise, but they did not follow the interview guidelines in a strict manner. Focus group discussions mostly sought to understand how WFP activities had affected beneficiaries, what had worked well from their point of view and whether they had encountered any challenges. Focus groups also explored the use and effectiveness of complaint mechanisms. Focus groups aimed to involve both women and men as well as representatives from different groups.

Semi-structured interview guide

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Govern- ment	UN agencies	Donors	NGOs	Partners
<p>Introduction (common for all interviews/focus groups)</p> <p>Hello, my name is [name], and I work with Mokoro. We want to thank you for accepting the invitation to participate in this conversation, which will be of great importance for the evaluation we are conducting. The interview with you will take about [time] to complete.</p> <p>Presentation of the Evaluation</p> <p>Mokoro, a UK-based consulting company, has been contracted by WFP to carry out an external evaluation of its Country Strategy Plan in Namibia. The objective of this study is to analyse the CSP and how it has supported the Government of Namibia in addressing food insecurity. We are talking to you because you have been [involved/contributed/benefited + describe activity/motivation for interviews]</p> <p>Presentation of the Interview and Work Methodology</p> <p>We would like to clarify that there will be no immediate benefit of your participation in this evaluation, although in the long term it is expected that the results of the evaluation may feed into the development of the new CSP for Namibia. Nor will any incentive be offered for participating in this interview.</p> <p>All interviews are confidential. The information will be used only in an aggregate form in our report and cannot be attributed to the people interviewed. No interviewee will be identified, except as part of a relationship or list of people interviewed, which will be included at the end of the evaluation document. If you do not wish to be part of this list, you can let us know either now or at a later stage.</p> <p>Participation is completely voluntary. You have every right to decide to participate or not. You can also withdraw from this interview at any point.</p> <p>In case of questions or complaints about this evaluation, you can contact WFP-XXX [name]. Phone: [xxxxxxx] or Mokoro (XX, email: XX)</p> <p>I have some questions to guide our conversation. In the case that there is something that you feel is beyond your experience or knowledge, please let me know. To help the evaluation team remember our conversation today, I will be taking some handwritten notes. However, I will not be recording (audio) the meeting and will not take any photos.</p>								

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
Evaluation question 1: To what extent is the CSP evidence-based and strategically focused to address the needs of the most vulnerable?								
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, food security and nutrition issues, analysis of gender, equity and inclusion challenges/ considerations, and environmental priorities, and analysis of priorities in national capacity to ensure its relevance at design stage?								
1.1.1 To what extent was evidence used to inform the CSP design?	<p>How was available evidence used during the design of the CSP?</p> <p>Does WFP continue to support evidence generation to inform its projects/programmes? In which way?</p> <p>Did WFP use vulnerability assessments and analysis (including gender and disability) to inform design and implementation? In which way?</p>	X	X	X			X	
1.2 To what extent is the CSP aligned with priorities of the Government of Namibia, including those expressed in national policies and plans, and to the Sustainable Development Goals (SDGs)?								
1.2.1 To what extent is the CSP aligned to national policies and plans; and government priorities?	<p>In which way does the CSP respond to the priorities expressed in national policies and plans?</p> <p>Was the Government able to input into the CSP design and revisions? Please provide examples.</p>		X	X				
1.2.2 To what extent is the CSP aligned to the SDGs?	With which SDGs is the CSP aligned? In what way?		X	X	X			
1.3 To what extent is the CSP externally coherent and aligned with the wider United Nations and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?								

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Govern- ment	UN agencies	Donors	NGOs	Partners
1.3.1 To what extent is the CSP aligned to the UN priorities in Namibia?	In what way is the CSP aligned to United Nations Partnership Framework (UNPAF) 2019–2023? In what way have the various CSP budget revisions reinforced alignment with UN system priorities (i.e. continued relevance), particularly in regard to humanitarian crisis and COVID-19 pandemic?		X		X			
1.3.2 To what extent does the CSP identify WFP comparative advantages and that of other stakeholders?	In what way do the CSP activities and outcomes reflect WFP comparative advantage? In what way does the CSP consider the comparative advantage of other stakeholders (UN, government, other actors)?		X	X	X		X	X
1.3.3 To what extent are WFP actions coherent with other actors and based on its comparative advantages?	What coordination mechanisms exist? How do they ensure external coherence? Are there any overlaps between the work of WFP and the work of other actors in the country?		X		X		X	X
1.4 To what extent is the CSP design internally coherent and does it articulate the WFP role and contributions in a realistic manner?								
1.4.1 CSP design is coherent with WFP policies rules and procedures	Are you aware of any inconsistencies between the CSP and WFP policies, guidelines or good practices?							

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
1.4.2 To what extent is the CSP design internally coherent?	Are you aware of any contradictions in WFP work in the country? Do you think the work of WFP across different activities is coherent?		X					
1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the CSP considering changing context (including in response to the COVID-19 pandemic) and to evolving national capacities and needs?								
1.5.1 To what extent was the CSP adapted to reflect the changing political and institutional context?	In which way did the CSP adapt and remain relevant in view of changes in the political and institutional context? Please provide examples.		X	X	X	X		
1.5.2 To what extent did the CSP reflect and take into consideration national capacities and needs?	In which way did the CSP take into consideration national capacity and needs? Please provide examples.		X	X				
1.5.3 To what extent did the CSP adapt to external shocks, including COVID-19?	In what ways did the CSP adapt and respond to external shocks, including COVID-19? How did it ensure adequate attention to gender, equity and disability in the way it adapted to these challenges? Please provide examples.		X	X			X	X
Evaluation question 2: What is the extent and quality of WFP specific contribution to country strategic plan (CSP) strategic outcomes and the United Nations Partnership Framework (UNPAF) in the country?								
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNPAF? Were there any unintended outcomes, positive or negative?								

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Govern- ment	UN agencies	Donors	NGOs	Partners
2.1.1 To what extent has the CSP achieved its expected outputs and outcomes and in which way has it contributed to achieving the UNPAF's outcomes?	Probe for concrete examples of outcome level achievements with the various stakeholders in relation to the activities they have been involved in.		X	X	X		X	X
2.1.2 To what extent did WFP actions across different activities reinforce each other and contribute to broader outcomes? (Overlap with 1.4.2; 1.4.2 focuses on design, 2.1.2 on implementation)	Can you provide examples of linkages across WFP activities during implementation? Do these linkages contributed to achieving the CSP's outcomes?		X					
2.2 To what extent did WFP contribute to achievement of the cross-cutting aims of the CSP and the UNPAF (protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?								
2.2.1 To what extent did WFP achieve its planned cross-cutting outputs/outcomes?	No questions, based on data							

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
2.2.2 To what extent did WFP integrate cross-cutting across the design of activities/actions and included these aspects in the reporting?	To what extent did WFP integrate cross-cutting issues in: (i) pilot projects' design and implementation; (ii) emergency response; and (iii) CCS activities, including training? Were there any cross-cutting issues that were not considered? Why? To what extent did WFP monitor and report on cross-cutting issues?		X	X			X	X
2.2.3 To what extent has WFP promoted cross-cutting issues within its CCS activities with government, including policy and technical support?	Did you address cross-cutting issues in your support to government, including training? Which cross-cutting issues?		X	X				
2.3 To what extent did the CSP facilitate more strategic linkages between humanitarian action and longer-term development cooperation?								
2.3.1 To what extent did WFP establish linkages between emergency response and longer-term development work?	Did emergency response activities consider the transition to development work? If so, how? Did WFP participate in dialogue and consultations and seek to work with partners across the nexus?		X	X	X		X	X
2.4 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?								
2.4.1 To what extent are WFP	To what extent do you feel WFP work is sustainable? Why?		X	X	X	X		

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
projects/programmes designed to be sustainable?	Are there adequate handover/exit strategies, including financial considerations?							
2.4.2. To what extent did WFP consider environmental issues in the design and implementation of the CSP?	To what extent were environmental and climate change considerations integrated into WFP strategies and activities?		X				X	X
Evaluation question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?								
3.1 To what extent were outputs delivered within the intended timeframe?								
3.1.1 To what extent did WFP implement projects/programme activities according to plan?	Was the planning stage adequate for the timely implementation of the programmes? Were activities delivered on time? Were there any delays? What was the cause? Were there any mitigating activities put in place?		X	X			X	X
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?								
3.2.1 To what extent were the targeting and coverage appropriate to	Do you think WFP identified and reached the right beneficiaries?		X	X			X	X

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Govern- ment	UN agencies	Donors	NGOs	Partners
support direct beneficiaries?	Did new information from mapping and needs analysis, and/or requests from government lead to major changes in targeting and implementation plans? In which way?							
3.2.2 To what extent did WFP support improve targeting and coverage in government programmes?	In what way did WFP support improvements in targeting and coverage of government programmes?		X	X				
3.3 To what extent were the strategies, approaches and activities of WFP cost-efficient?								
3.3.1 To what extent was the CSP implementation cost-efficient?	<p>To what extent did WFP incur in any additional costs than initially planned? By what amount/percentage?</p> <p>To what extent did WFP supply chain and logistics expertise help to maximize efficiency?</p> <p>Did the country office have sufficient capacity to execute the budget?</p>		X	X				
3.3.2 Did WFP consider alternative interventions in CSP design and/or subsequent annual plans?	<p>Were alternative interventions considered by WFP during the CSP implementation?</p> <p>Were alternative interventions discussed with partners and government counterparts?</p> <p>Did WFP support government in considering alternative, more cost-effective measures?</p>		X	X	X		X	X
Evaluation question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?								

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?								
4.1.1 To what extent was the volume of resources mobilized in support of the CSP adequate?	Did WFP develop a resources mobilization strategy based on contextual analysis? Is it being implemented? To what extent are the available financial resources sufficient to meet existing needs? What is the funding gap?		X					
4.1.2 To what extent were the resources mobilized in support of the CSP predictable?	To what extent did the financial resources allow WFP to plan and implement activities over the duration of the CSP? To what extent were financial resources provided on the expected/agreed dates?		X					
4.1.3 To what extent were the resources mobilized in support of the CSP flexible?	Has earmarking by donors been a problem for the CSP implementation? To what extent did the financial resources allow WFP to fill gaps in the implementation of the CSP? What was the duration and availability of financial resources mobilized by WFP?		X					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?								
4.2.1 Has WFP put in place monitoring and reporting mechanisms to track performance and inform management decisions?	Can WFP monitoring and evaluation (M&E) systems collect and process data on performance across different activities and strategic outcomes (SOs)?	X	X					

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Government	UN agencies	Donors	NGOs	Partners
4.2.2. Do monitoring and reporting focus appropriately on cross-cutting priorities?	To what extent do the M&E systems collect information on cross-cutting issues, (protection, accountability, gender, equity, disability and environmental considerations)?	X	X					
4.2.3 Performance of monitoring and reporting mechanisms	What is the frequency and quality of monitoring and reporting? To what extent did the M&E systems allow WFP to identify lessons learned and adapt projects and programmes?	X	X					
4.3 How did the partnerships and collaborations with other actors influence performance and results?								
4.3.1 To what extent did the partnerships established by WFP contribute to the CSP's implementation? (1.3.2 already discusses the identification of partnerships)	In what way has WFP been able to mobilize partnerships in support of: (i) individual projects and programmes; and (ii) the CSP strategic outcomes? Have the partnerships been sustained over time? To what extent has WFP engaged in partnerships that have contributed to: (i) capacity strengthening; (ii) gender, equity, inclusion, and environmental priorities; and (iii) protection and accountability?		X		X	X		X
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?								
4.4.1 To what extent was the WFP country office structure appropriate	Do you think the WFP country office has the right structure in terms of positions to implement the CSP? Is the number of staff sufficient?	X	X					

Interview topics/questions	Probing questions	WFP HQ/ RBJ staff	WFP country office staff	Govern- ment	UN agencies	Donors	NGOs	Partners
from human resources (HR) perspective?	Is the staff balanced from a gender point of view?							
4.4.2 To what extent was the capacity of WFP country office staff in relation to plans and needs and cross-cutting issues appropriate?	<p>What is your opinion on the capacity of WFP staff? Do WFP staff have the right capacity/skills? Any gaps in terms of capacity/skills?</p> <p>To what extent was the WFP country office successful in retaining key staff and minimizing turnover?</p> <p>Was the structure and staff capacity/training in relation to gender and other cross-cutting issues appropriate?</p>	X	X	X				x
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?								
4.5.1 Which internal factors affected WFP performance?	Have you received/provided support or training to the Namibia country office. What was the subject? How useful was the training/support? Do you have additional needs in terms of training? How did WFP systems and processes (finance, procurement, M&E, supply chain) enable/hinder the CSP's implementation?	X	X					
4.5.2 Which external factors affected WFP performance?	<p>What were the external factors that enabled/hindered the CSP's implementation? Probe for the following:</p> <p>Constraints in government spending</p> <p>Rising prices</p> <p>Government coordination</p> <p>Government capacity/ownership</p>		X	X			X	X

Interview standard template

Interview notes are confidential and to be shared only within the evaluation team

Evaluation of WFP Namibia Country Strategic Plan 2017–2023

[Date]: Interview with Name, function, location

Date of Interview:			
Location:			
Team members present:			
Notes by:		Date completed:	
Interviewees			
Name	m/f	Designation (position/unit/organization):	Contact (email/phone)

Background

Interviewee's general background; Nature and dates of interviewee's involvement with the WFP CSP.

High-level takeaway

Summarize the key takeaways here.

Topics

Record responses by topic with clear headings, not necessarily in chronological sequence of discussion. Make clear when a direct quote is recorded. Add headings and subheadings as needed and/or record against evaluation criteria.

Key topic

Notes here

Data/documents provided/recommended

Seek full references for documents not already in evaluation team library.

Other proposed follow-up

e.g. other interviewees recommended (obtain full contact details) / proposals on consultation and dissemination, etc.

Annex VIII Fieldwork agenda

1. Note that the agenda was adapted during the data collection phase to make the best use of resources available.

Table 27 Data collection virtual and in-person meetings' agenda

Date	Meeting/site visit
3 October 2022	Namibia country office (NACO) internal meetings
4 October 2022	Programme specific meetings
5 October 2022	National Planning Commission Office of the Prime Minister Ministry of Gender Equality, Poverty Eradication and Social Services Ministry of Agriculture, Water and Land Reform Ministry of Education, Arts and Culture
6 October 2022	Embassy of Japan European Union Delegation Russian Embassy Brazilian Embassy
7 October 2022	Namibia Red Cross Society Catholic AIDS Action
17 October 2022	Programme and support functions NACO
18 October 2022	UN Resident Coordinator's Office (UNRCO) UNICEF Food and Agriculture Organization of the United Nations (FAO) United Nations Population Fund (UNFPA) World Health Organization (WHO)
19 October 2022	MTC MobiPay Lithon Holdings Burmeister & Partners
20 October 2022	Social Security Environmental Investment Fund GIZ United States Agency for international Development (USAID)
21 October 2022	Zambezi Horticulture Producers Association (ZAHOPA) NACO internal meetings
8 November 2022	Regional Bureau of Johannesburg (RBJ) Vulnerability Assessment and Monitoring (VAM)
9 November 2022	WFP food systems
10 November 2022	WFP crop monitoring WFP Mobile Vulnerability Assessment and Monitoring (mVAM)

	NACO virtual meeting
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Table 28 Site visits (north)

Date	Meeting/Site Visit
9 October 2022	Travel to Opuwo
10 October 2022	Kuene Governor Chief Regional Officer Regional Director of Education Opuwo Waiting Mothers Shelter Focus group discussion (FGD) – Otjerunda
11 October 2022	Etoto Primary School HGSF FGD – Otjisokotjongava
12 October 2022	Dawid Khamuxab Primary School HGSF Travel to Tsumeb
13 October 2022	Headman, Ondera leadership Ondera site visit Travel to Rundu
14 October 2022	Kavano West Governor Chief Regional Officer Regional Director of Education Rupara Combined School HGSF Mbandu Murangi Combined School HGSF FGD Rupara Village (drought relief)
15 October 2022	Kauma Chicken Project Return to Windhoek

Table 29 Site visits (south and east)

Date	Meeting/Site Visit
9 October 2022	Travel to Gobabis
10 October 2022	Omaheke Regional Council Drimiopsis Soup Kitchen Omuhaturua Primary School, Epako Gobabis Correctional Facility
11 October 2022	Eiseb Primary School HGSF
12 October 2022	Naosanabis Primary School HGSF Stampriet School

Annex IX Findings–conclusions–recommendations mapping

Recommendation	Conclusions	Findings
Recommendation 1: Enhance strategic planning, activity design, and project implementation.	Overall assessment	1.1, 1.2, 1.5 and 4.5a
	Conclusion 1	2.1a, 2.1b, 2.1c, 2.1d, 3.3, 4.1 and 4.5b
	Conclusion 4,9	1.4, 1.5, 2.3, and 2.4
Recommendation 2: Strengthen knowledge management and monitoring and evaluation systems and ensure that the evidence generated by those systems contributes to improving future activity design and facilitates linkages with CCS objectives.	Conclusion 2	3.1, 3.3, 4.1, 4.4 and 4.5a
	Conclusion 8,9	2.1a, 2.1b, 2.1c, 2.1d, 4.2, 4.4 and 4.5a
Recommendation 3: Continue building partnerships in a strategic way that maximizes their contributions to the CSP and broader strategic goals.	Conclusion 1	2.1a, 2.1b, 2.1c, 2.1d, 3.3, 4.1 and 4.5b
	Conclusion 7	1.3b, 1.5, 4.1 and 4.3
Recommendation 4: Improve the integration of cross-cutting issues into the design, planning and implementation of interventions.	Conclusion 4	1.1, 2.2, 3.2 and 4.2
	Conclusion 6	3.1, 3.3, 4.1, 4.4 and 4.5a

Annex X Validity of the theory of change

1. The table below summarizes the assumptions in the theory of change (ToC) (see Annex II) and provides a brief assessment of the validity of each assumption in light of the evaluation's findings.

Assumptions	Evaluation questions (EQs)	Validity
From inputs to outputs		
The country strategic plan (CSP) is aligned with government and partners priorities.	EQ1.1, EQ1.2, EQ1.3, EQ1.4, EQ1.5	This is a valid assumption. It has been reinforced by a consultative approach and the use of available evidence.
Government and partners are committed and engaged in ways to ensure that collaboration and coordination is achieved.	EQ2.1, EQ2.2, EQ2.3, EQ2.4, EQ4.3	This is mostly valid. WFP has successfully engaged and coordinated with government and partners.
WFP structure and staffing is conducive to CSP implementation.	EQ4.2, EQ4.4	This assumption is partly true. Some gaps in human resources have affected implementation.
WFP is able to identify and put in place partnerships that are supportive of its ambitions in country capacity strengthening (CCS) and crisis response and service delivery.	EQ1.1, EQ4.2	This is mostly true. Strong partnerships have been created and expanded. In some cases, they could be better managed.
WFP accurately identifies existing capacity needs and gaps and identifies appropriate priorities.	EQ1.1, EQ1.5,	This assumption is only partly true. WFP has responded to government needs and demands, but no comprehensive assessments have been conducted and sometimes WFP was not aware of critical gaps and needs.
Government coherently formulates demand for support and makes staff available.	EQ1.1, EQ1.2, EQ1.3, EQ1.4, EQ1.5	This is partly true. The Government has been clear in the demands, but it has not always supported some processes adequately.
Outputs to intermediary outcomes		
WFP capacity strengthening activities, including systems and processes, are adapted and relevant to needs and context (demand).	EQ2.1, EQ2.2, EQ2.3, EQ2.4	This is partly true. WFP has tried to adapt to context and needs. In some cases, WFP was not fully aware of needs or bottlenecks.
Donor funding provides sufficiently long-term and flexible support for a balanced implementation of key CSP activities, including cross-cutting priorities.	EQ4.1	This assumption is partly true. There are challenges with the volume, duration and lack of flexibility of the funding.
WFP is able to mobilize relevant and high-quality internal and external technical expertise in support of CSP implementation priorities.	EQ4.2, EQ4.4, EQ4.5	This assumption is partly true. WFP has tried hard, but sometimes internal capacity was not adequate. Some opportunities to build capacity with external support were missed. Innovative approaches have been adopted in recent times.

Assumptions	Evaluation questions (EQs)	Validity
Monitoring and evaluation (M&E) function allows WFP to learn, improve and adapt to contextual changes. This includes capturing and using beneficiary feedback, and progress on cross-cutting issues.	EQ4.2	This assumption is partially true. WFP has tried hard to adapt to changes, but it has not always collected the evidence required to inform the changes. Sometimes the systems were not strong enough (M&E).
Intermediary outcomes to outcomes		
WFP delivers assistance and CCS activities in a timely and efficient manner.	EQ3.1	This is partly true. There have been some delays, which are sometimes explained by external factors.
Government allocates the necessary resources to implement knowledge, capacities and systems supported by WFP.	EQ4.5	This is partly true. In some activities, government this has not provided sufficient resources. This has affected implementation.
Partners sequence support in ways that are conducive to achieving envisioned outcomes.	EQ1.3, EQ4.3, EQ4.5,	Presumed true. The evaluation has not identified cases where sequencing or coordination has affected implementation.
Outcomes to impact		
WFP includes adequate exit strategies and handover plans.	EQ2.4	This assumption is mostly not valid. Projects do not integrate exit strategies or adequately consider sustainability at the design stage.

Annex XI Key informants' overview

1. For the inception mission (June 2022) and data collection phase (October 2022) the evaluation team travelled to Namibia and conducted interviews with a total of 133 key informants (Female 47%, Male 53%). 281 Beneficiaries (Female 55%, Male 45%) were consulted through field interviews and focus group discussions. Below is an overview of the organizations and groups of key informants and number of people interviewed.

Organization	No.
External Partners	
Lithon Project Consultants	2
Namibia Correctional Services (NCS)	4
Ministry of Education, Arts and Culture (MOEAC)	5
EU	4
Regional Council staff/members	7
Namibia Development Fund, Social Security Commission	3
Nutrition and Food Alliance of Namibia (NAFSAN)	2
UN Resident Coordinators Office	4
Zambezi Horticulture Producers Association (ZAHOPA)	2
Namibia Red Cross Society	5
National Planning Commission (NPC)	4
FAO	4
Ministry of Gender Equality, Poverty Eradication and Social Welfare	5
Office of the Prime Minister (OPM)	4
UNFPA	4
Burmeister & Partners (Consulting Engineering)	3
Embassy of Russia	1
UNICEF	3
Inspector of Education, Kunene Region, MoE	3
Service Provider (Farms)	1
Catholic AIDS Action	1
WHO	1
USAID	2
Digital Strategies and Transformation, Mobile Telecommunications Company (MTC)	1

Ministry of Agriculture, Water and Land Reform (MAWLR)	3
Embassy of Egypt	1
Total external partners	79
WFP	
WFP Namibia (31 Female 57%, 23 Male 43%)	40
WFP HQ (not OEV)	4
WFP Regional Bureau for Southern Africa	10
Total WFP	54
Total key informants interviewed	133

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Short reference	Full reference
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Annex XIII Acronyms

ACR	annual country report
APP	annual performance plan
ART	antiretroviral therapy
AVA	Annual Vulnerability Assessment
BR	budget revision
CBT	cash-based transfers
CCS	country capacity strengthening
CEQAS	Centralized Evaluation Quality Assurance System
CERF	Central Emergency Response Fund (United Nations)
COHA	Cost of Hunger in Africa
CRF	Corporate Results Framework
CSP	country strategic plan
CSPE	Country Strategic Plan Evaluation
DRM	disaster risk management
DSC	direct support costs
ECD	early childhood development
ECHO	European Civil Protection and Humanitarian Aid Operations
EM	Evaluation Manager
EQ	evaluation question
EU	European Union
EWS	early-warning systems
FAO	Food and Agriculture Organization
FGD	focus group discussion
FNG	Fill the Nutrient Gap
FNSM	Food and Nutrition Security Monitoring
FNSP	Food and Nutrition Security Policy
FSNC	Food Security and Nutrition Council
GDP	gross domestic product
GHI	Global Hunger Index
GRN	Government of the Republic of Namibia
HGSF	Home-Grown School Feeding
HPP	Harembee Prosperity Plan

HR	human resources
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IPC	Integrated Food Security Phase Classification
IPL	Internal Project Lending
IR	Inception Report
IRA	Immediate Response Account
KII	key informant interviews
KPIs	key performance indicators
M&E	monitoring and evaluation
MAWLR	Ministry of Agriculture, Water and Land Reform
MEFT	Ministry of Gender Equality, Poverty Eradication and Social Welfare
MGEPE	Ministry of Environment, Forestry and Tourism
MGEPE	Ministry of Gender Equality, Poverty Eradication and Social Welfare
MOEAC	Ministry of Education, Arts and Culture
MOUs	Memoranda of Understanding
MTR	CSP Mid-Term Review
mVAM	Mobile Vulnerability Assessment and Monitoring
NACO	Namibia country office
NAFSAN	Nutrition and Food Alliance of Namibia
NAMSIP	Namibia Agricultural Mechanisation and Seed Improvement Project
NamVAC	Namibia Vulnerability Assessment Committee
NASIS	Namibia School Feeding Information System
NBP	needs-based plan
NCS	Namibian Correctional Service
NDP	National Development Plan
NDP5	5th National Development Plan
NFBP	National Food Bank Programme
NGO	non-governmental organization
NHIES	Namibia Household Income and Expenditure Survey
NPC	National Planning Commission
NSA	Namibia Statistics Agency
NSFP	Namibian School Feeding Programme
ODA	official development assistance

OECD	Organisation for Economic Co-operation and Development
OPM	Office of the Prime Minister
PDM	post-distribution monitoring
PEPFAR	United States President's Emergency Plan for AIDS Relief
PSEA	Preventing Sexual Exploitation and Abuse
QS	Quality Support
RBJ	Regional Bureau of Johannesburg
RISDP	Regional Indicative Strategic Development Plan
SABER	Systems Approach for Better Education Results (World Bank)
SADC	Southern African Development Community
SBCC	social behavioural change communication
SDG	Sustainable Development Goal
SERP	Socioeconomic Recovery Plan
SGBV	Sexual and gender-based violence
SO	strategic outcome
SOP	Standard Operating Procedure
SWAPO	South-West Africa People's Organization
ToC	theory of change
ToR	terms of reference
UMIC	upper-middle-income country
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNPAF	United Nations Partnership Framework
UNRCO	United Nations Resident Coordinator's Office
UNSDCF	United Nations Sustainable Development Cooperation Framework

USAID	United States Agency for International Development
VAA	Vulnerability Assessment and Analysis
VAM	Vulnerability Analysis and Mapping
VDCs	Village Development Committees
VNR	Voluntary National Review
WFP	World Food Programme
ZHOPA	Zambezi Horticultural Producers Association
ZHRM	Zero Hunger Road Map
ZHSR	Zero Hunger Strategic Review

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